Manitoba Finance

Supplementary Information for Legislative Review

2008-2009 Departmental Expenditure Estimates

Manitoba

2008-06094/

PREFACE

This document has been produced by the Department of Finance and is intended to provide additional information to the members of the Legislature in their review of information on the department contained in the Estimates of Expenditure for the fiscal year ending March 31, 2009.

The contents of this supplement are organized into six parts. The first part provides an overview of the Department of Finance's 2008-2009 estimates of expenditure. The second part provides program and financial information including details of staffing requirements and expenditures. The information in part two is organized on the basis of existing main appropriations for easy cross-reference to the 2008 Manitoba Estimates of Expenditure. Part three provides historical information while part four provides information related to the department's Capital Investment. Part five is an overview of Special Operating Agencies: Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office. Part six provides a standard glossary of terms.

This document has been developed to assist Members of the Legislature in the review of the 2008 Manitoba Estimates of Expenditure. It is hoped that it will provide meaningful additional information and that it will meet the needs of the users of the information. I welcome feedback as to the usefulness of this supplementary information.

Greg Selinger

Honourable Greg Selinger
Minister of Finance

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PART 1

DEPARTMENTAL OVERVIEW

DEPARTMENT OF FINANCE

MINISTER

Honourable Greg Selinger

DEPUTY MINISTER

Diane Gray

BACKGROUND

The Department of Finance was formed in 1969. Prior to that year, the Comptroller-General and the Treasury functioned as two separate departments under The Treasury Act. In 1969, the Comptroller-General became the Provincial Auditor operating under The Provincial Auditor's Act and Treasury became the Department of Finance operating under The Financial Administration Act. In 2002, the Department of Consumer and Corporate Affairs became a division under the Department of Finance.

RESPONSIBILITIES

The Minister of Finance is Chair of Treasury Board and, through the department, manages and administers the Consolidated Fund and directs the financial affairs of the province. The overall responsibilities of the Minister and the department include:

- providing policy direction on matters relating to financial management and administration;
- analyzing and appraising the economic situation and prospects in Manitoba in cooperation with other ministries as appropriate;
- advising on fiscal and other economic policies and measures;
- managing the requirements of the province within appropriate fiscal policies, by action related to expenditures, lending, taxation, borrowing and cash management;
- advising on policies relating to Federal-Provincial fiscal and economic relations;
- managing relationships with the federal government and other provincial and territorial governments;
- representing the province in negotiations and participating in meetings related to finance, taxation and economic development;
- maintaining the provincial accounting and financial reporting systems; and
- fostering business and consumer confidence in the marketplace and administering a regulatory framework that contributes to a competitive Manitoba economy.

The department's programs and services are budgeted under eleven main appropriations: Administration and Finance, Treasury, Comptroller, Taxation, Federal-Provincial Relations and Research, Insurance and Risk Management, Treasury Board Secretariat, Consumer and Corporate Affairs, Costs Related to Capital Assets, Net Tax Credit Payments and Public Debt (Statutory). Additional information on each of these main appropriations is included in the section entitled Part 2, Program and Financial Information. In addition to these programs and services, information on the department's Capital Investment and Special Operating Agencies are presented in sections entitled Part 4, Capital Investment and Part 5, Special Operating Agencies respectively.

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

	Continuing Consolidation Chapter
The Balanced Budget, Debt Repayment and Taxpayer Accountability Act	B 5
The Business Names Registration Act	B 110
The Business Practices Act	B120
The Title to Certain Lands Act (R.S.M. 1990, c. 259)	-
The Change of Name Act	C 50
The Charities Endorsement Act	C 60
The Commodity Futures Act	C 152
The Condominium Act	C 170
The Consumer Protection Act	C 200
The Cooperatives Act	C 223
The Corporations Act	C 225
The Corporation Capital Tax Act	C 226
The Credit Unions and Caisses Populaires Act	C 301
The Crocus Investment Fund Act (Section 11)	C 308
The Crown Corporations Public Review and Accountability Act	C 336
The Electronic Commerce and Information Act (Part 5)	E 55
The Embalmers and Funeral Directors Act	E 70
The Energy Rate Stabilization Act	E 115
The Manitoba Evidence Act (Parts II and III)	E 150
The Financial Administration Act	F 55
The Fire Insurance Reserve Fund Act	F 70
The Fiscal Stabilization Fund Act	F 85
The Gasoline Tax Act	G 40
The Health and Post Secondary Education Tax Levy Act	H 24
The Professional Home Economists Act	H 70
The Hospital Capital Financing Authority Act	H 125
The Housing and Renewal Corporation Act [clause 44(k)]	H 160
The Hudson's Bay Company Land Register Act	H 170
The Income Tax Act (except sections 11.8 to 11.12)	I 10
The Insurance Act	I 40
The Insurance Corporations Tax Act	I 50
The Manitoba Investment Pool Authority Act	I 100
The Labour-Sponsored Venture Capital Corporations Act (except Part 2 and sections 16 to 18 as they relate to Part 2)	L 12
The Landlord and Tenant Act	L 70
The Life Leases Act	L 130
The Marriage Act	M 50
The Manitoba Hydro Act	H 190
The Mining Claim Tax Act	M 165
The Mining Tax Act	M 195
The Mortgage Act (Part III)	M 200
The Mortgage Dealers Act	M 210
The Motive Fuel Tax Act	M 220

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

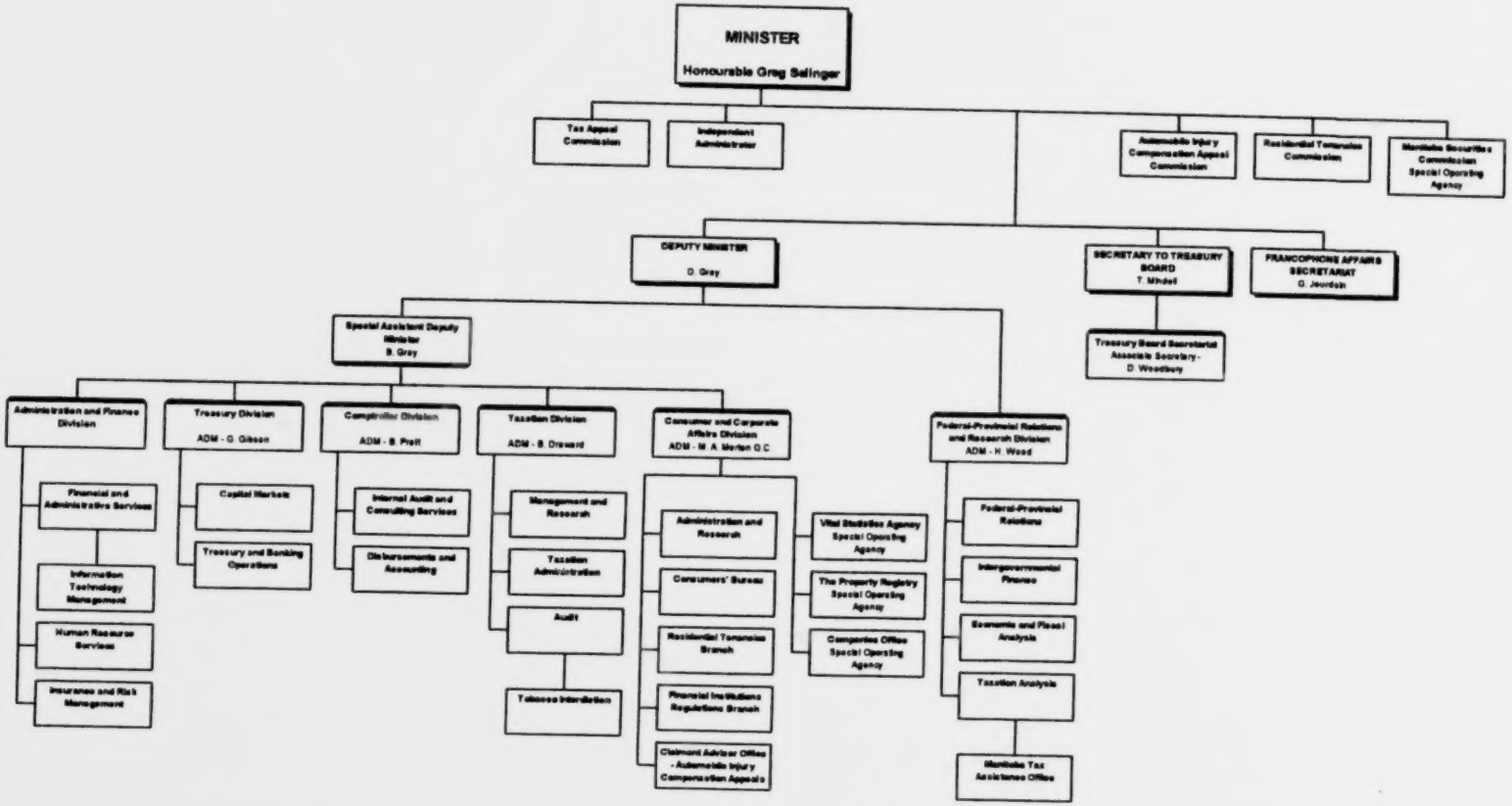
	Continuing Consolidation Chapter
The Municipal Revenue (Grants and Taxation) Act (except Part 2)	M 265
The Pari-Mutuel Levy Act	P12
The Partnership Act	P 30
The Personal Investigations Act	P 34
The Personal Property Security Act	P 35
The Property Tax and Insulation Assistance Act (Parts I, III, IV and V.1, and section 1 and Part VI as they relate to subjects covered under Parts I, III IV and V.1)	P 143
The Public Officers Act	P 230
The Public Sector Compensation Disclosure Act (S.M. 1996, c. 60)	P 265
The Real Estate Brokers Act	R 20
The Real Property Act	R 30
The Registry Act	R 50
The Religious Societies' Lands Act	R 70
The Residential Tenancies Act	R 119
The Retail Sales Tax Act	R 130
The Succession Duty Act (S.M. 1988-89, c. 42)	-
The Securities Act	S 50
The Special Survey Act	S 190
The Suitors' Moneys Act	S 220
The Surveys Act (Part I)	S 240
The Tax Administration and Miscellaneous Taxes Act	T 2
The Tax Appeals Commission Act	T 3
The Tobacco Tax Act	T 80
The Trade Practices Inquiry Act	T 110
The Vital Statistics Act	V 60

and:

Bedding, Upholstered and Stuffed Articles Regulation (M.R. 78/2004) under The Public Health Act

Per Order-in-Council 43/2008, Schedule "J" Order-in-Council 44/2008 and the Continuing Consolidation of the Statutes of Manitoba

Manitoba Finance
Organization Chart



2008-2009

CHART 1

SCHEDULE 2

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY MAIN APPROPRIATION

	Estimates of Expenditure 2008/2009 $(000s)	Change From 2007/2008 %	Estimates of Expenditure 2007/2008 $(000s)*
1. Administration and Finance	**3,654.9**	2.2	3,577.3
2. Treasury	**1,979.9**	2.9	1,923.4
3. Comptroller	**6,691.9**	8.3	6,179.7
4. Taxation	**17,850.7**	3.6	17,237.4
5. Federal-Provincial Relations and Research	**4,228.8**	(0.4)	4,247.6
6. Insurance and Risk Management	**451.5**	5.7	427.2
7. Treasury Board Secretariat	**7,123.4**	2.0	6,984.6
8. Consumer and Corporate Affairs	**11,692.6**	11.1	10,521.1
9. Costs Related to Capital Assets	**4,116.0**	(4.2)	4,298.2
10. Net Tax Credit Payments	**45,109.0**	(6.4)	48,209.0
11. Public Debt (Statutory)	**262,500.0**	(4.9)	276,000.0
TOTAL APPROPRIATIONS FOR FINANCE	**365,398.7**	(3.7)	379,605.5
CAPITAL INVESTMENT - General Assets (See Part 4 for details)	**955.7**	13.0	845.9

*** Reconciliation Statement**
$(000s)

Printed Estimates of Expenditure 2007/2008	378,562.6
Transfer of functions from:	
- Competitiveness, Training and Trade	1,080.5
Allocation of funds from:	
- Enabling Appropriations re: Internal Reform, Workforce Adjustment and General Salary Increases	11.3
Allocation of funds to:	
- Legislative Assembly	(48.9)
Estimates of Expenditure 2007/2008 (Adjusted)	379,605.5

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS AND PUBLIC DEBT
2008/2009

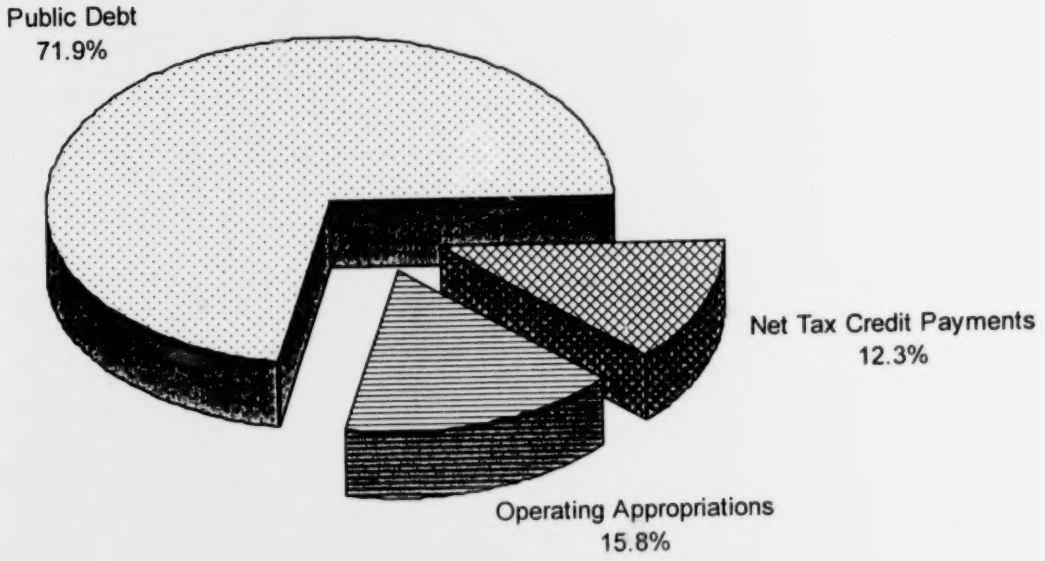
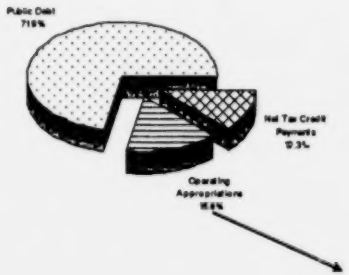


CHART 2

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS
2008/2009



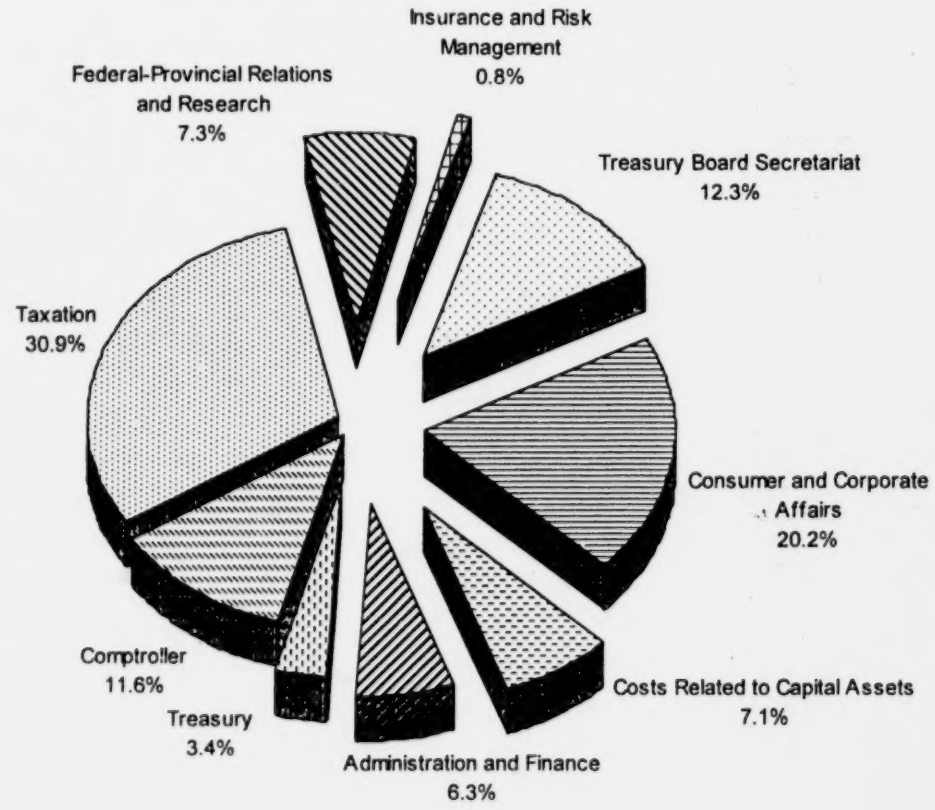


CHART 3

SCHEDULE 3

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY SALARIES & EMPLOYEE BENEFITS, OTHER EXPENDITURES, COSTS RELATED TO CAPITAL ASSETS, NET TAX CREDIT PAYMENTS AND PUBLIC DEBT

ELEMENT	ESTIMATES OF EXPENDITURE 2008/2009 $(000s)		ESTIMATES OF EXPENDITURE 2007/2008 $(000s)	
SALARIES AND EMPLOYEE BENEFITS (Details on Schedules 4 and 5)		**41,997.7**		40,090.6
OTHER EXPENDITURES	**14,550.2**		14,251.9	
(Less: Recoverable from Other Appropriations)	**(3,163.0)**	**11,387.2**	(3,507.0)	10,744.9
GRANTS		**288.8**		262.8
COSTS RELATED TO CAPITAL ASSETS		**4,116.0**		4,298.2
TOTAL OPERATING APPROPRIATIONS		**57,789.7**		55,396.5
NET TAX CREDIT PAYMENTS	**298,084.0**		273,379.0	
(Less: Recoverable from Other Appropriations)	**(252,975.0)**	**45,109.0**	(225,170.0)	48,209.0
PUBLIC DEBT (Statutory)		**262,500.0**		276,000.0
TOTAL		**365,398.7**		379,605.5

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2008/2009 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2008/2009 $(000s) SALARIES	ESTIMATES OF EXPENDITURE 2007/2008 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2007/2008 $(000s) SALARIES
7-1	**ADMINISTRATION AND FINANCE**				
(a)	Minister's Salary	**1.00**	**45.0**	1.00	42.3
(b)	Executive Support	**10.00**	**766.1**	10.00	738.7
(c)	Financial and Administrative Services	**8.00**	**563.1**	8.00	546.0
(f)	Human Resource Services	**9.00**	**631.0**	9.00	593.7
(g)	Information Technology Management	**5.25**	**1,193.0**	5.25	1,205.7
	TOTAL	**33.25**	**3,198.2**	33.25	3,126.4
7-2	**TREASURY**				
(a)	Administration	**2.00**	**127.7**	2.00	123.8
(b)	Capital Markets	**9.00**	**616.9**	9.00	606.8
(c)	Treasury and Banking Operations	**14.00**	**947.9**	14.00	907.3
	TOTAL	**25.00**	**1,692.5**	25.00	1,637.9
7-3	**COMPTROLLER**				
(a)	Comptroller's Office	**6.00**	**556.8**	6.00	512.0
(b)	Internal Audit and Consulting Services	**28.00**	**2,514.1**	28.00	2,225.8
(c)	Disbursements and Accounting	**43.00**	**2,832.5**	43.00	2,774.8
	TOTAL	**77.00**	**5,903.4**	77.00	5,512.6
7-4	**TAXATION**				
(a)	Management and Research	**33.50**	**2,243.2**	33.50	2,151.3
(b)	Taxation Administration	**63.00**	**3,265.3**	63.00	3,194.1
(c)	Audit	**90.00**	**6,838.0**	90.00	6,466.6
(d)	Tobacco Interdiction	**10.00**	**744.3**	10.00	713.9
	TOTAL	**196.50**	**13,090.8**	196.50	12,525.9
7-5	**FEDERAL-PROVINCIAL RELATIONS AND RESEARCH**				
(a)	Economic and Federal-Provincial Research	**26.25**	**2,285.8**	26.25	2,255.6
(b)	Manitoba Tax Assistance Office	**7.00**	**392.1**	7.00	380.4
	TOTAL	**33.25**	**2,677.9**	33.25	2,636.0

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2008/2009 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2008/2009 $(000s) SALARIES	ESTIMATES OF EXPENDITURE 2007/2008 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2007/2008 $(000s) SALARIES
7-6	**INSURANCE AND RISK MANAGEMENT**				
(a)	Insurance and Risk Management	**5.20**	**380.8**	5.20	369.1
	TOTAL	**5.20**	**380.8**	5.20	369.1
7-7	**TREASURY BOARD SECRETARIAT**				
(a)	Treasury Board Secretariat	**64.00**	**5,589.0**	64.00	5,501.4
(b)	Francophone Affairs Secretariat	**12.00**	**497.6**	12.00	466.8
	TOTAL	**76.00**	**6,086.6**	76.00	5,968.2
7-8	**CONSUMER AND CORPORATE AFFAIRS**				
(a)	Administration and Research	**7.78**	**495.6**	7.78	495.3
(b)	Consumers' Bureau	**19.00**	**1,190.2**	19.00	1,159.5
(c)	Residential Tenancies Branch	**59.50**	**4,077.7**	59.50	4,016.3
(d)	Financial Institutions Regulations Branch	**10.50**	**746.7**	10.50	699.1
(e)	Claimant Adviser Office – Automobile Injury Compensation Appeals	**11.50**	**776.9**	11.50	404.4
(f)	Automobile Injury Compensation Appeal Commission	**9.00**	**859.4**	9.00	822.0
(g)	Residential Tenancies Commission	**7.50**	**821.0**	7.50	717.9
	TOTAL	**124.78**	**8,967.5**	124.78	8,314.5
7	**TOTAL FOR DEPARTMENT OF FINANCE**	**570.98**	**41,997.7**	570.98	40,090.6

NOTE: With the exception of the Minister's Salary, the salary estimate of $41,997.7 includes employee benefits as defined in the glossary and does not include $258.6 voted in the Canada-Manitoba Enabling Vote related to Francophone Affairs Secretariat.

Staff positions are measured as Full Time Equivalents (FTEs).

DEPARTMENT OF FINANCE
2008/2009 STAFFING AND SALARY SUMMARY
BY POSITION CATEGORY

MAIN-APPROPRIATION	MANAGERIAL		PROFESSIONAL/ TECHNICAL		ADMINISTRATIVE SUPPORT		TOTAL	
	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	6.00	631.2	14.25	940.9	13.00	596.0	**33.25**	**2,168.1**
TREASURY	3.00	307.8	17.00	996.5	5.00	192.0	**25.00**	**1,496.3**
COMPTROLLER	5.00	484.2	60.00	4,354.7	12.00	441.1	**77.00**	**5,280.0**
TAXATION	6.00	593.9	119.50	7,785.6	71.00	3,301.4	**196.50**	**11,680.9**
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	7.00	652.8	17.25	1,323.2	9.00	423.5	**33.25**	**2,399.5**
INSURANCE AND RISK MANAGEMENT	1.00	86.9	3.00	206.5	1.20	47.3	**5.20**	**340.7**
TREASURY BOARD SECRETARIAT	12.00	1,259.5	46.00	3,562.1	18.00	796.2	**76.00**	**5,617.8**
CONSUMER AND CORPORATE AFFAIRS	13.00	1,195.8	55.50	3,627.3	56.28	2,846.0	**124.78**	**7,669.1**
TOTAL	53.00	5,212.1	332.50	22,796.8	185.48	8,643.5	**570.98**	**36,652.4**

Reconciliation to Schedules 3 and 4 (Salary Costs) :	
Salary Costs per above	36,652.4
Employee Benefits	4,926.6
Other Costs and Benefits	1,262.8
Staff Turnover	(585.5)
Transferred to the Canada-Manitoba Enabling Vote	(258.6)
Salary Costs per Schedules 3 & 4	41,997.7

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF SALARIES
BY OPERATING APPROPRIATIONS
2008/2009

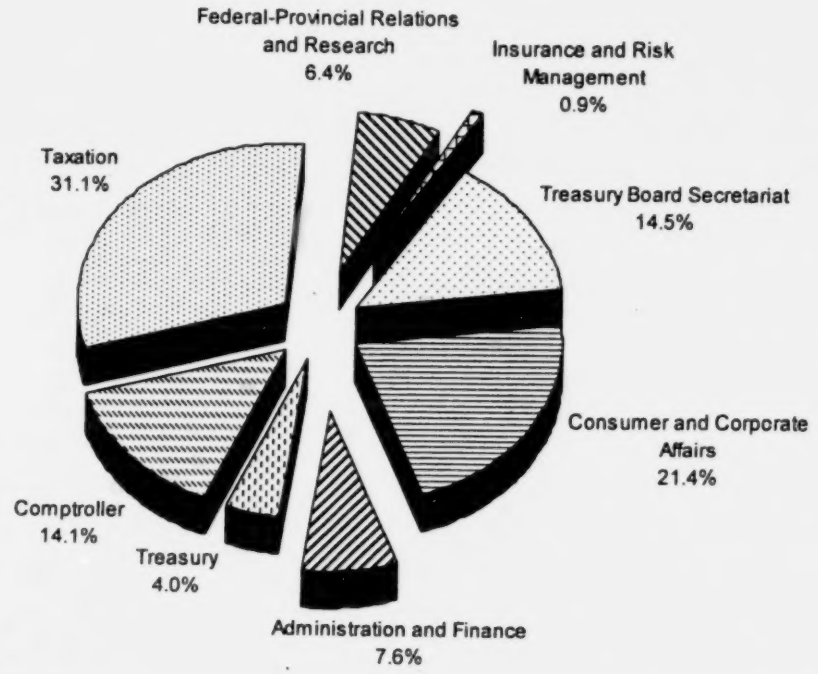


CHART 4

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF STAFF POSITIONS
BY OPERATING APPROPRIATIONS
2008/2009

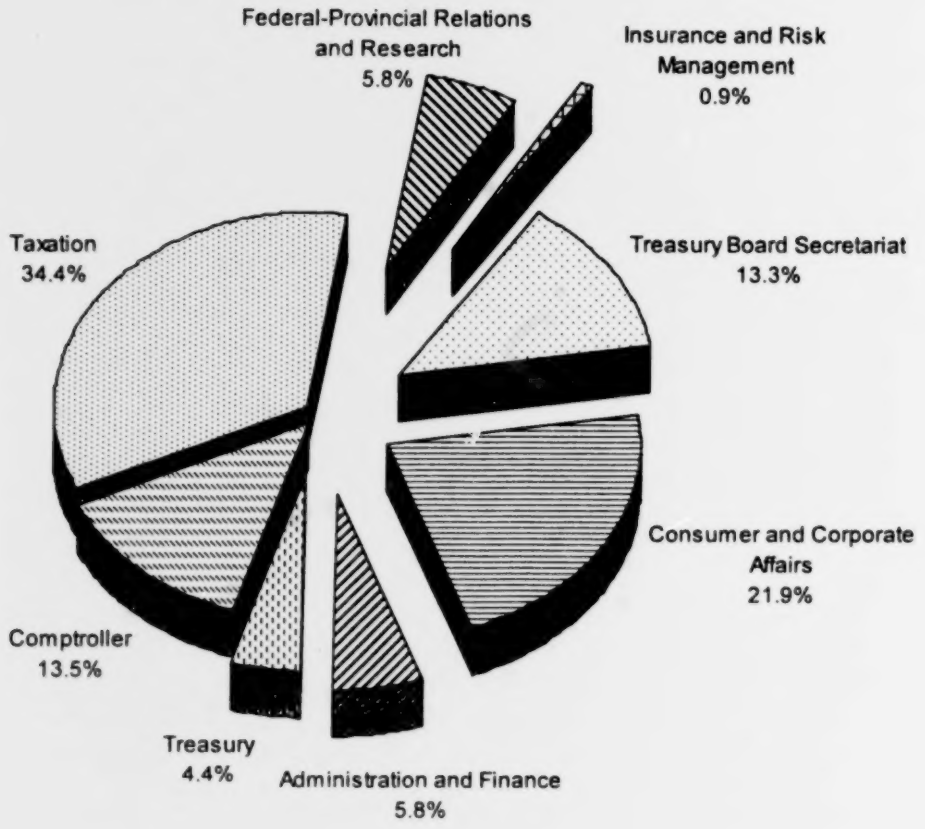


CHART 5

PART 2

PROGRAM AND FINANCIAL INFORMATION

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.1	1.	ADMINISTRATION AND FINANCE	**3,654.9**	3,577.3
		- Provides direction, coordination and control of department programs and advice on government fiscal policy.		
		- Provides financial and administrative support services to the department.		
		- Provides managers and staff of the department with human resource management programs and services.		
		- Provides information technology management and technical support for computer-based systems within the department.		
		(a) Minister's Salary	**45.0**	42.3
		(b) Executive Support	**879.8**	852.4
		(c) Financial and Administrative Services	**649.2**	622.1
		(d) Tax Appeal Commission	**20.9**	18.3
		(e) Independent Administrator	**28.7**	30.6
		(f) Human Resource Services	**705.9**	681.0
		(g) Information Technology Management	**1,325.4**	1,330.6
			3,654.9	3,577.3

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1a

MINISTER'S SALARY

OBJECTIVES

To provide for the additional compensation to which an individual appointed to the Executive Council is entitled.

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES				
Managerial	**1.00**	**45.0**	1.00	42.3

SUB-APPROPRIATION 07-1b

EXECUTIVE SUPPORT

OBJECTIVES

To provide effective leadership for departmental activities consistent with government policy objectives.

ACTIVITY IDENTIFICATION

Provides the Minister with policy and program advice on all matters related to the department.

Coordinates and supports the delivery of programs to meet the policy objectives of government.

Provides policy direction for incorporation in department plans and ensures the development of effective management practices throughout the department.

Provides administrative support for the offices of the Minister, Deputy Minister and Senior Assistant Deputy Minister.

EXPECTED RESULTS

Effective and efficient operation of the Department of Finance as reflected in the results of each division.

Delivery of effective and efficient administrative support services to the offices of the Minister, Deputy Minister and Senior Assistant Deputy Minister.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1b
EXECUTIVE SUPPORT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	294.2	2.00	281.4
Professional/Technical	2.00	114.3	2.00	111.4
Administrative Support	6.00	269.9	6.00	264.4
Employee Benefits		87.7		81.5
Total Salaries and Employee Benefits	10.00	766.1	10.00	738.7
OTHER EXPENDITURES				
Transportation		42.8		42.8
Communications		32.6		32.6
Supplies and Services		19.1		19.1
Other Operating		19.2		19.2
Total Other Expenditures		113.7		113.7
TOTAL SUB-APPROPRIATION		879.8		852.4

SUB-APPROPRIATION 07-1c

FINANCIAL AND ADMINISTRATIVE SERVICES

OBJECTIVES

To ensure appropriate management of and accountability for the department's resources. This encompasses the development and implementation of departmental financial and administrative policies, processes and practices; compliance with government legislation, policies and procedures; providing accounting and administrative services to the department; providing analytical and consultative support services to the department's operating divisions; and providing oversight to the department's information technology programs.

ACTIVITY IDENTIFICATION

Plans, organizes and evaluates departmental accounting and financial management activities including financial reporting, expenditure and revenue processing and appropriation control.

Advises executive management on a timely basis regarding emerging financial and program management issues.

Coordinates and supports the development of the department's annual estimates, quarterly financial forecasts and related reports, and the Annual Report.

Supports departmental management through the provision of analytical, consultative and evaluative advice on financial proposals and ongoing operations.

Coordinates the department's requests for office accommodation, telecommunication services and government vehicles, and administers the department's parking program.

Coordinates the department's records management program.

EXPECTED RESULTS

A controllership function that is responsive to the financial management and administrative requirements of the department and government.

Strong fiscal management, accountability and control over departmental financial resources.

Timely financial reporting of departmental expenditures and revenues.

Identification of existing or emerging financial and program management issues.

The provision of timely and accurate decision-making information to the departmental executive.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1c
FINANCIAL AND ADMINISTRATIVE SERVICES

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	100.4	1.00	97.8
Professional/Technical	5.00	314.3	5.00	307.2
Administrative Support	2.00	78.6	2.00	78.4
Employee Benefits		69.8		62.6
Total Salaries and Employee Benefits	8.00	563.1	8.00	546.0
OTHER EXPENDITURES				
Transportation		0.1		0.1
Communications		11.8		11.8
Supplies and Services		44.7		35.5
- Office Space Rental	32.5		23.3	
- Other	12.2		12.2	
Minor Capital		0.5		0.5
Other Operating		29.0		28.2
- Desktop and other Computer Services	18.1		17.3	
- Other	10.9		10.9	
Total Other Expenditures		86.1		76.1
TOTAL SUB-APPROPRIATION		649.2		622.1

SUB-APPROPRIATION 07-1d

TAX APPEAL COMMISSION

OBJECTIVES

To provide the taxpayers of Manitoba with a fair and independent appeals process for assessments under tax statutes administered by the Taxation Division in order to maintain taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides rulings for taxpayers on appeals of tax assessments independent from the taxation officials who issued the assessment.

EXPECTED RESULTS

Public confidence in a fair, objective tax appeals process.

Resolution of taxpayer appeals.

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	FTEs	$(000s)
OTHER EXPENDITURES				
Supplies and Services	-	**20.9**	-	18.3

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1e

INDEPENDENT ADMINISTRATOR

OBJECTIVES

To provide independent monitoring and enforcement of compliance with provisions of The Labour-Sponsored Venture Capital Corporations Act.

ACTIVITY IDENTIFICATION

The administration and enforcement of the provisions of The Labour-Sponsored Venture Capital Corporations Act for which the Independent Administrator is responsible.

EXPECTED RESULTS

Compliance of Labour Sponsored Investment Funds with legislated requirements.

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
OTHER EXPENDITURES				
Supplies and Services	-	28.7	-	30.6

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1f

HUMAN RESOURCE SERVICES

OBJECTIVES

To provide consultative services in all areas of human resource management that will assist the department to recruit, retain, develop and reward knowledgeable staff in a positive and safe work environment and fulfill the department's vision and mission.

To provide payroll and benefit services for staff of the department.

ACTIVITY IDENTIFICATION

Provides professional expertise to the department in the areas of human resource planning, training and development, recruitment and selection, classification, labour relations, employee relations, and pay and benefits administration.

Represents the department in all human resource dealings with central/external agencies.

Coordinates and integrates departmental Diversity program and supports the Occupational Health and Safety program.

EXPECTED RESULTS

Recruitment and selection of staff to permanent and term vacancies under delegated staffing authority using current assessment techniques that accurately match position and applicant knowledge, skills and abilities.

Classification of positions under delegated and non-delegated authority to reflect appropriate and consistent classification within the department and throughout government.

Promotion of an employee relations environment that encourages early intervention and appropriate resolution of workplace issues.

Delivery of a comprehensive payroll and benefits service to all departmental staff.

Development and delivery of in-house training programs and educational assistance programs to enhance the knowledge, skills and abilities of individuals, the corporate culture of the department and to sustain the employment of department employees.

Provision of services to support the well-being and appropriate return to work of injured or ill employees and compliance with Occupational Health and Safety legislation.

Provision of Diversity Strategies to enhance the recruitment and retention of designated employees.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1f
HUMAN RESOURCE SERVICES

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	96.1	1.00	84.6
Professional/Technical	4.00	266.4	4.00	257.5
Administrative Support	4.00	192.0	4.00	185.8
Employee Benefits		76.5		65.8
Total Salaries and Employee Benefits	9.00	631.0	9.00	593.7
OTHER EXPENDITURES				
Transportation		1.6		1.6
Communications		9.3		9.3
Supplies and Services		50.5		55.6
Other Operating		13.5		20.8
Total Other Expenditures		74.9		87.3
TOTAL SUB-APPROPRIATION		705.9		681.0

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1g

INFORMATION TECHNOLOGY MANAGEMENT

OBJECTIVES

To provide guidance and effective management of the department's information and communication technology investments.

ACTIVITY IDENTIFICATION

Customer relationship management, business analysis, requirements definition, business case development, project management and enterprise portfolio management.

Strategic Information Technology (IT) planning, IT governance and control, financial management, project management, contract, licence and asset management, and Service Level Agreement (SLA) management.

Business architecture, data stewardship, information management and providing business technology expertise and consulting services in support of the business needs.

IT risk identification and protection, and the development, implementation and testing of business continuity and disaster recovery plans.

Collaboration with Manitoba Information and Communication Technologies to support the best possible use of information and communications technology resources.

Participation in government-wide information technology initiatives and involvement on committees and special work groups/teams to support and implement selective information technology projects.

EXPECTED RESULTS

Alignment of IT investments with program needs

Enable the program goals and maximize IT investments

Effective utilization of IT resources

Effective management of IT risks

Continued implementation of the department's IT governance and control framework.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1g
INFORMATION TECHNOLOGY MANAGEMENT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	**FTEs**	**$(000s)**
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**95.5**	1.00	93.1
Professional/Technical	**3.25**	**245.9**	3.25	249.1
Administrative Support	**1.00**	**55.5**	1.00	84.9
Employee Benefits		**63.7**		66.7
	5.25	**460.6**	5.25	493.8
Other Costs and Benefits		**732.4**		711.9
Total Salaries and Employee Benefits (1)	**5.25**	**1,193.0**	5.25	1,205.7
OTHER EXPENDITURES				
Transportation		**0.6**		0.6
Communications		**8.7**		8.7
Supplies and Services		**47.6**		47.6
- Office Space Rental	**44.8**		44.8	
- Other	**2.8**		2.8	
Minor Capital		**11.0**		11.0
Other Operating		**64.5**		57.0
- Desktop and other Computer Services	**34.2**		33.7	
- Other	**30.3**		23.3	
Total Other Expenditures		**132.4**		124.9
TOTAL SUB-APPROPRIATION		**1,325.4**		1,330.6

1. Salaries include funds for FTEs shown above as well as salary funds to be recovered by the Department of Science, Technology, Energy and Mines for FTEs transferred to that department for the development and delivery of integrated information communication technology services for government.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.2	2.	TREASURY.....	**1,979.9**	1,923.4
		- Manages and administers the borrowing programs, cash resources and investment and debt activities of government.		
		- Manages and administers borrowing programs and investment activities on behalf of government agencies.		
		(a) Administration	**238.4**	239.4
		(b) Capital Markets	**690.6**	681.5
		(c) Treasury and Banking Operations	**1,050.9**	1,002.5
			1,979.9	1,923.4

SUB-APPROPRIATION 07-2a

ADMINISTRATION

OBJECTIVES

To advise the Minister, Deputy Minister and Senior Assistant Deputy Minister on all policy and program matters related to world financial markets, the management, security and servicing of government sector money, debt and investments, and other issues related to the Treasury Division.

To coordinate and administer the activities of the Treasury Division so as to ensure that government policy objectives are met.

ACTIVITY IDENTIFICATION

Manages the activities of the division.

Maintains close contact with the world financial community so as to be knowledgeable about the status of all markets relevant to the province, and provides advice to the Minister, Deputy Minister and Senior Assistant Deputy Minister respecting such markets.

Provides financial management and advisory services to government departments, agencies and investment funds.

Reviews policies, legislation and regulations, and recommends changes where necessary to achieve objectives.

Ensures that safeguards are in place to protect the financial assets of the province.

Deals with technological and financial market complexities and risks through the operations of an Executive Management Committee, a Capital Markets Committee, a Risk Committee, an Operations Committee and an Information Technology Committee.

EXPECTED RESULTS

The Net Debt to GDP ratio is an important indicator of a government's financial position as this highlights the affordability of future government services. The Canadian Institute of Chartered Accountants promotes this indicator as the key for assessing sustainability.

Over the last several years, the province has seen a substantial downward trend in Net Debt to GDP ratio, lowering the ratio to a projected level of 21.7% in 2008/2009 from 31.4% in 1999/2000. This ratio is expected to continue to decline.

The best possible financial arrangements that minimize risk and cash flow requirements for the province, Crown corporations, government agencies, school boards, hospitals and municipalities.

Policies, legislation and regulations are sufficient for the needs of the government.

Investment returns are the maximum possible within acceptable risk parameters.

The Treasury Division will be effectively and efficiently managed and operated, and the expected results of the branches of the Treasury Division will be achieved.

TREASURY

SUB-APPROPRIATION 07 2a
ADMINISTRATION

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**115.9**	1.00	112.9
Administrative Support	**1.00**	**0.0**	1.00	0.0
Employee Benefits		**11.8**		10.9
Total Salaries and Employee Benefits	**2.00**	**127.7**	2.00	123.8
OTHER EXPENDITURES				
Transportation		**4.4**		4.4
Communications		**5.1**		5.1
Supplies and Services		**23.8**		28.7
- Office Space Rental	**4.0**		8.9	
- Other	**19.8**		19.8	
Minor Capital		**45.7**		45.7
Other Operating		**31.7**		31.7
Total Other Expenditures		**110.7**		115.6
TOTAL SUB-APPROPRIATION		**238.4**		239.4

TREASURY

SUB-APPROPRIATION 07-2b

CAPITAL MARKETS

OBJECTIVES

To provide effective management of the borrowing programs needed to finance the government, Crown corporations and government agencies.

To administer the government's investments in and advances made to Crown corporations, government agencies and other loan programs.

To effectively manage the short-term borrowing and investment programs of the government.

To effectively manage trust money deposited with the Minister of Finance by Crown corporations, agencies and departments.

ACTIVITY IDENTIFICATION

Monitors global capital markets and initiates the borrowing activities of the government which have recently averaged approximately $2.8 billion per annum. All documentation relating to borrowing activities is prepared by the branch.

Manages the government's currency and interest rate risk respecting its liabilities by monitoring swap markets, initiating and negotiating interest rate and currency swaps as well as being responsible for all the documentation related to these transactions.

Acts as the province's principal liaison with domestic and international rating agencies and coordinates all presentations made to such agencies.

Prepares or coordinates the preparation of all documentation required by the regulatory agencies in the various global markets to allow the province to borrow in those markets. This includes prospectuses and associated documentation, legal opinions and other certificates.

Maintains all records relating to the direct and guaranteed debt of the government, and prepares the related sections contained in provincial publications such as public accounts, the budget and quarterly financial report.

Manages the capital funding of all Crown corporation and loan programs and maintains the records of such investments.

Monitors foreign exchange markets and arranges for the purchase and sale of foreign currencies as required to service the debt.

Establishes interest rates for loans to Crown corporations, government agencies, school boards, hospitals and municipalities.

Establishes strategies for the investment of sinking funds and other long-term investment accounts aggregating approximately $6.0 billion.

Prepares cash flow forecasts detailing the government's anticipated daily receipts and expenditures, including its trust and administration activities. Management of daily bank balances and timing of long-term borrowing is determined as a result of these cash flow forecasts.

CAPITAL MARKETS

EXPECTED RESULTS

During 2008/2009, the government is expected to borrow approximately $2.8 billion. This borrowing program is expected to require 25 - 30 issues of securities in both domestic and international markets. The branch will continually monitor these markets to ensure not only that the most efficient market is used but that the timing of each issue is proper.

The branch will continue to maintain the records with respect to investments in or advances to over 30 programs, Crown corporations and government agencies. The annual investment program is expected to approximate $659 million in 2008/2009. The aggregate amount of investments outstanding at March 31, 2009 will approximate $8.6 billion.

During 2008/2009, the Money Management program will involve managing the cash flow for over $15 billion of transactions processed through the accounts of the government.

Monitoring and management of the government's cash flow during 2008/2009 will result in the branch arranging over 1,500 short term investment transactions aggregating over $89 billion of investment purchases and sales. The branch will also arrange for the issue of approximately $100.0 million of promissory notes to finance temporary shortfalls resulting from differences in the timing of government payments and receipts. Interest earned on short-term investments is expected to amount to $55.0 million while interest paid on the promissory notes issued will be approximately $0.5 million.

Departments, agencies and Crown corporations are required to deposit surplus funds with the Minister of Finance in over 140 interest-bearing trust deposits. These trust funds are expected to average $1.8 billion in 2008/2009. In excess of 3,000 trust deposit receipts will be issued and approximately 4,000 payments will be processed by the branch in respect to these deposits. Interest paid on these trust accounts is expected to amount to $47.0 million.

TREASURY

SUB-APPROPRIATION 07 2b
CAPITAL MARKETS

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	91.5	1.00	86.1
Professional/Technical	7.00	417.8	7.00	414.9
Administrative Support	1.00	35.8	1.00	39.0
Employee Benefits		71.8		66.8
Total Salaries and Employee Benefits	9.00	616.9	9.00	606.8
OTHER EXPENDITURES				
Transportation		4.6		1.6
Communications		14.3		14.3
Supplies and Services		39.1		40.1
- Office Space Rental	36.1		37.1	
- Other	3.0		3.0	
Other Operating		15.7		15.7
Total Other Expenditures		73.7		74.7
TOTAL SUB-APPROPRIATION		690.6		681.5

SUB-APPROPRIATION 07-2c

TREASURY AND BANKING OPERATIONS

OBJECTIVES

To service and administer the public debt of the province.

To service and safekeep the investments of the province and certain Crown corporations and government agencies.

To provide administrative support to the Treasury Division including the coordination of the division's information technology functions.

To coordinate the preparation of Treasury Division and Public Debt estimates and analyses.

To provide a comptrollership function to the Treasury Division.

To ensure effective credit and risk management practices, processes and compliance with approved policies and procedures.

To establish and manage banking arrangements appropriate to the government's needs.

ACTIVITY IDENTIFICATION

Services the debt of the province by acting as registrar and paying agent on some issues of securities, monitoring the performance of corporate registrars and paying agents with respect to other issues of securities, and by issuing instructions and transferring funds to the province's fiscal agents and swap counterparties on other debenture, treasury bill and promissory note debt.

Services the sinking fund investments of the Province of Manitoba, Manitoba Hydro and The University of Manitoba by providing safekeeping operations, processing purchases for these funds and collecting and recording receipts on interest, sales and maturing principal.

Safekeeps and services the long-term investments of major accounts such as Manitoba Public Insurance.

Safekeeps and services the short term investments of the province by issuing instructions to custodial agents, processing purchases and collecting and recording receipts on interest, sales and maturing principal.

Processes payments of interest and principal on trust money deposited with the Minister of Finance, and payments and receipts relating to debt and investment servicing.

The branch monitors the credit status of over 100 approved investments and maintains appropriate exposure limits for each.

Prepares Treasury Division and Public Debt estimates and analyses.

Advises on and establishes procedures regarding the use of banking services and depositing for other departments and some agencies, and evaluates requests for new bank accounts and changes to existing accounts.

TREASURY AND BANKING OPERATIONS

ACTIVITY IDENTIFICATION cont'd...:

Maintains a central index of approximately 250 accounts representing all Province of Manitoba deposit accounts in all financial institutions in the province.

Negotiates contracts for banking and related services for the province.

Monitors the division's risk management practices and financial exposures such as Mark to Market and credit monitoring.

EXPECTED RESULTS

In 2008/2009, provincial borrowings serviced by the branch will be represented by debentures, builder bonds, treasury bills, promissory notes and Canada Pension Plan debentures payable in Canadian dollars. As well as 14 debenture issues payable in U.S. dollars, 1 debenture issue payable in Swiss Francs, 1 debenture issue payable in Japanese Yen, 1 debenture issue payable in Euros and 1 debenture issue payable in New Zealand dollars. In servicing these foreign issues, the branch expects to administer over 320 swap agreements whereby, among other things, all the foreign debt have been swapped into fixed or floating rate Canadian or U.S. dollar liabilities.

Servicing the long term investments of the province and its agencies is expected to require processing investment purchases of $4.1 billion, sales and maturities of $4.8 billion, and earnings of $321.0 million and will require administering 183 swap contracts by which investments denominated in foreign currencies have been swapped into Canadian dollars.

Servicing the short-term investments of the province will require processing 3,000 safekeeping transactions respecting purchases, sales and maturities with a total value of approximately $180.0 billion.

The branch's treasury payment system is expected to process cheques valuing approximately $34.0 million and electronic transfers with a value of approximately $32.0 billion.

The branch will maintain loss-free safekeeping, payment and receipt operations.

Measure, monitor and report on the financial risks generated through the division's management of investments and debt.

The branch will continue to partner with specific project areas of government as they become involved in electronic commerce to enable individuals and companies to interact and conduct business with various government departments using new technology. As the finance industry continues to be challenged by service providers exiting business sectors, the branch must be ready to proactively address these problems and offer solutions. Initiatives such as these will contribute to government efficiency and permit better access and service to the general public. The branch will continue to respond to other requests for change in an efficient and timely manner.

SUB-APPROPRIATION 07 2c
TREASURY AND BANKING OPERATIONS

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	100.4	1.00	97.8
Professional/Technical	10.00	578.7	10.00	556.3
Administrative Support	3.00	156.2	3.00	149.1
Employee Benefits		112.6		104.1
Total Salaries and Employee Benefits	14.00	947.9	14.00	907.3
OTHER EXPENDITURES				
Transportation		3.4		3.4
Communications		10.7		10.7
Supplies and Services		71.9		64.1
- Office Space Rental	66.0		58.2	
- Other	5.9		5.9	
Other Operating		17.0		17.0
Total Other Expenditures		103.0		95.2
TOTAL SUB-APPROPRIATION		1,050.9		1,002.5

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.3	3.	COMPTROLLER	**6,691.9**	6,179.7
		- Provides central accounting, payroll and financial reporting services for the province, and central control of cost-shared agreements.		
		- Provides advice to Treasury Board and government departments concerning accounting policies and practices as well as financial and management systems.		
		- Provides comprehensive internal audit and value for money review services to management throughout government.		
		(a) Comptroller's Office	**647.5**	566.0
		(b) Internal Audit and Consulting Services	**2,836.0**	2,439.4
		(c) Disbursements and Accounting	**3,208.4**	3,174.3
			6,691.9	6,179.7

COMPTROLLER

SUB-APPROPRIATION 07-3a

COMPTROLLER'S OFFICE

OBJECTIVES

To establish and foster a corporate Comptrollership function for the Manitoba government that includes value-added advice and guidance in support of legislative and governmental decision-making, service delivery effectiveness and accountability requirements, set in a framework of corporate values and ethics and based on sound risk management practices.

ACTIVITY IDENTIFICATION

Plans, organizes and controls divisional activities in accordance with the department's and government's priorities and policies.

EXPECTED RESULTS

Key results, as they relate to aspects of the Comptrollership function, will be identified under the other two branches, which make up the Comptroller's Division.

SUB-APPROPRIATION 07 3a
COMPTROLLER'S OFFICE

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	120.3	1.00	117.2
Professional/Technical	4.00	322.8	4.00	293.6
Administrative Support	1.00	40.1	1.00	39.0
Employee Benefits		73.6		62.2
Total Salaries and Employee Benefits	6.00	556.8	6.00	512.0
OTHER EXPENDITURES				
Transportation		5.8		5.5
Communications		4.0		4.0
Supplies and Services		52.0		21.2
- Office Space Rental	42.8	(1)	11.6	
- Other	9.2		9.6	
Minor Capital		1.5		2.5
Other Operating		27.4		20.8
- Desktop and other Computer Services	11.8		11.2	
- Other	15.6		9.6	
Total Other Expenditures		90.7		54.0
TOTAL SUB-APPROPRIATION		647.5		566.0

1. Increase in office space is offset by a corresponding reduction in Disbursements and Accounting (see page 57).

COMPTROLLER

SUB-APPROPRIATION 07-3b

INTERNAL AUDIT AND CONSULTING SERVICES

OBJECTIVES

To serve management throughout government through internal audit services that provide independent and objective advice in support of encouraging the continual improvement of management practices, internal controls and accountability.

ACTIVITY IDENTIFICATION

The provision of internal audit services to all departments and corporate management. Through consultation with senior management/audit committees and a risk-based perspective, ensure that internal audit plans and allocation of resources are responsive to areas of highest priorities.

Internal audits that focus on validating the existence and effectiveness of internal controls.

Other audit and advisory services to departments on management and financial control issues including assistance in the implementation of government-wide systems and value for money reviews.

EXPECTED RESULTS

Audit services will be provided which are responsive to the corporate and departmental audit plans. Audit results will be forwarded to clients in a timely manner, including any recommendations for improvements.

Ongoing assessment of technical expertise and related training requirements to ensure consistently high quality audit services are provided, through appropriate audit methodologies.

Supporting management on internal control issues and financial systems.

Participation in government-wide initiatives in support of improved management accountability.

COMPTROLLER

SUB-APPROPRIATION 07 3b
INTERNAL AUDIT AND CONSULTING SERVICES

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	96.9	1.00	94.4
Professional/Technical	25.00	2,032.3	25.00	1,806.9
Administrative Support	2.00	86.5	2.00	78.7
Employee Benefits		298.4		245.8
Total Salaries and Employee Benefits	28.00	2,514.1	28.00	2,225.8
OTHER EXPENDITURES				
Transportation		9.3		7.3
Communications		16.7		14.7
Supplies and Services		147.9		101.5
- Office Space Rental	108.5		87.8	
- Other	39.4		13.7	
Minor Capital		2.5		0.5
Other Operating		145.5		89.6
- Desktop and other Computer Services	81.0		71.7	
- Other	64.5		17.9	
Total Other Expenditures		321.9		213.6
TOTAL SUB-APPROPRIATION		2,836.0 [1]		2,439.4

1. Increase includes the full-year costs associated with the reorganization, expansion and modernization of internal audit services.

COMPTROLLER

SUB-APPROPRIATION 07-3c

DISBURSEMENTS AND ACCOUNTING

OBJECTIVES

To maintain central financial systems for all receipts to, and disbursements from, the Consolidated Fund of the Province of Manitoba, in accordance with governing legislation and established accounting policies and procedures. To maintain the accounting records of the government and to prepare financial statements and reports for presentation to the Legislature and the public, as well as for central and departmental use. To develop and communicate government-wide financial management policies and procedures.

ACTIVITY IDENTIFICATION

Operates and maintains the central financial system, including the related procedures and controls, for all receipts and payment requests.

Operates and maintains the central payroll system, including the related procedures and controls for payment of salaries and wages to Provincial employees, Ministers, MLA's and employees of various boards.

Prepares statements and reports on the financial results of the government's operations for distribution to the Legislature and the public.

Work with organizations included in the Government Reporting Entity so that they can continue to provide the required information for the Government of Manitoba's Summary Budget and to assist in changing the primary focus of the Financial Reporting process to reflect the broader public sector.

Maintains a central record of, and accounting for, Federal-Provincial cost-sharing agreements, and provides advice and recommendations to the drafters of such agreements with respect to financial matters.

Monitors the accountable advance function for government.

Administers the bank reconciliation process for all government cheques.

Administers the garnishment and set-off process on behalf of government.

EXPECTED RESULTS

Issuance of approximately 475,000 supplier payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority within payment cycles based on established vendor payment terms.

Issuance of approximately 430,000 employee payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority, ensuring that bi-weekly pay dates are met.

Collection, on a timely basis, of amounts owing on shared-cost agreements.

Maintenance of accurate and complete accounting records within the central financial system for government.

DISBURSEMENTS AND ACCOUNTING

EXPECTED RESULTS cont'd...

Preparation of financial statements and reports on a timely basis and in accordance with established accounting policies.

Focus for the 2008/2009 Financial Reporting process will continue to be the broader public sector.

Provision of functional direction and guidance for the receipt and disbursement of public funds resulting in appropriate financial processes within the government of the Province of Manitoba.

Reconciliation of all government bank accounts and transactions within one month of month-end.

Deduction and remittance of garnishments, demands and set-offs from employee and supplier payments on a timely basis.

COMPTROLLER

SUB-APPROPRIATION 07 3c
DISBURSEMENTS AND ACCOUNTING

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	267.0	3.00	256.7
Professional/Technical	31.00	1,999.6	31.00	1,918.9
Administrative Support	9.00	314.5	9.00	316.1
Employee Benefits		344.4		316.1
	43.00	2,925.5	43.00	2,807.8
Other Costs and Benefits		21.0		21.0
Less: Allowance for Staff Turnover		(114.0)		(54.0)
Total Salaries and Employee Benefits	43.00	2,832.5	43.00	2,774.8
OTHER EXPENDITURES				
Transportation		12.0		12.0
Communications		334.8		334.8
- Postage	310.5		310.5	
- Other	24.3		24.3	
Supplies and Services		309.2		350.0
- Office Space Rental	172.7	[1]	213.5	
- Other	136.5		136.5	
Bank and Finance Charges		7.0		7.0
Minor Capital		4.5		4.5
Other Operating		218.4		201.2
- Desktop and other Computer Services	102.6		98.7	
- Computer Utilization	47.7		47.7	
- Other	68.1		54.8	
Total Other Expenditures		885.9		909.5
TOTAL EXPENDITURES		3,718.4		3,684.3
Less: Recoverable from Other Appropriations		(510.0)		(510.0)
TOTAL SUB-APPROPRIATION		3,208.4		3,174.3

1. Decrease in office space.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.4	4.	TAXATION	**17,850.7**	17,237.4

- Ensures the effective management and collection of tax revenues in accordance with the various Acts through the provision of tax expertise to businesses collecting taxes, taxpayers and government. Administers the processing and reporting of taxation revenues. Informs, investigates and audits taxpayers to ensure compliance with the various taxation statutes.

- Advises on taxation policy matters and administers the following Acts:

  - The Corporation Capital Tax Act
  - The Gasoline Tax Act
  - The Health & Post Secondary Education Tax Levy Act
  - The Mining Tax Act
  - The Motive Fuel Tax Act
  - The Retail Sales Tax Act
  - The Tax Administration and Miscellaneous Taxes Act Part 1
  - The Tobacco Tax Act
  - The continuing phase out of the Manitoba Succession Duty Act

(a)	Management and Research	**2,535.0**	2,421.0
(b)	Taxation Administration	**6,347.1**	6,269.9
(c)	Audit	**7,972.8**	7,581.1
(d)	Tobacco Interdiction	**995.8**	965.4
		17,850.7	17,237.4

TAXATION

SUB-APPROPRIATION 07-4a

MANAGEMENT AND RESEARCH

OBJECTIVES

To ensure tax revenues under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, The Tobacco Tax Act, and Part 1 of The Tax Administration and Miscellaneous Taxes Act are remitted as provided for under the Act and to implement the policies of the government in an efficient and effective manner while maintaining taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides the Taxation Division's overall policy and strategic direction, maintenance of high technical standards, quality of results, budgetary reporting and internal control.

Provides the Minister of Finance, Deputy Minister and Senior Assistant Deputy Minister with recommendations for changes in legislation or policy, evaluates the administrative and revenue implications being considered by the government, assists Legislative Counsel with the preparation of legislation amendments and implements the changes as directed.

Prepares official communications, including ministerial responses regarding taxation matters.

Liaises with other departments, taxpayers, businesses, associations and tax professionals on taxation matters.

Prepares financial forecasts and analyses to assist in strategic taxation planning.

Reviews the effectiveness and efficiency of tax administration and audit processes.

Trains and develops staff.

Develops and implements new taxation policy and administration procedures and informs division staff and the taxpayer community.

Participates in review, development and implementation of new technology in the division.

Liaises with the Canada Revenue Agency (CRA) and other jurisdictions on cooperative information exchanges, and other taxation administration, management and enforcement issues.

Develops and distributes public tax information through the internet, tax information bulletins, public workshops, business symposiums and special projects.

Provides on-location services to taxpayers on the interpretations, remittance procedures, licensing and other requirements of the Acts and regulations.

Participates in fuel sampling programs for dyed tax exempt fuels.

MANAGEMENT AND RESEARCH

EXPECTED RESULTS

Collection of tax revenues imposed by the Acts.

Maintenance of a fair, effective and efficient tax system with a sufficient deterrent to tax avoidance or evasion.

Timely and thorough evaluation of the implications of administrative, revenue and policy options being considered by the government.

Timely implementation of new taxation legislation in an efficient and effective manner.

Timely preparation of official communications, including development and updating of tax information bulletins provided to businesses.

Timely and accurate preparation of financial forecasts.

Effective control and use of Taxation Division's resources.

Effective contribution to the review, development and implementation of technology.

TAXATION

SUB-APPROPRIATION 07 4a
MANAGEMENT AND RESEARCH

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	308.7	3.00	300.7
Professional/Technical	26.50	1,488.7	26.50	1,440.7
Administrative Support	4.00	200.4	4.00	189.2
Employee Benefits		245.4		220.7
Total Salaries and Employee Benefits	33.50	2,243.2	33.50	2,151.3
OTHER EXPENDITURES				
Transportation		43.1		43.1
Communications		22.1		22.1
Supplies and Services		107.9		91.5
- Office Space Rental	96.1		79.7	
- Other	11.8		11.8	
Other Operating		118.7		113.0
- Desktop and other Computer Services	86.6		83.4	
- Other	32.1		29.6	
Total Other Expenditures		291.8		269.7
TOTAL SUB-APPROPRIATION		2,535.0		2,421.0

SUB-APPROPRIATION 07-4b

TAXATION ADMINISTRATION

OBJECTIVES

To efficiently and effectively administer and collect taxes due to the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post-Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, Part 1 of The Tax Administration and Miscellaneous Taxes Act and The Tobacco Tax Act.

ACTIVITY IDENTIFICATION

Maintains an updated tax roll for all statutes administered by the Taxation Division.

Operates an integrated tax system to process, record and control tax remittances.

Maintains an online system, TAXess, for filing Retail Sales Tax and Health and Post-Secondary Education Tax Levy returns along with acceptance of electronic remittances and registration for Taxation statutes.

Processes tax refunds on a timely basis for tax overpayments and the vehicle buy/sell program.

Processes tax refunds on a timely basis for Native Fuel and Tobacco Tax Rebate Programs.

Reviews the Sales Tax Vehicle Refund Program administered by Manitoba Public Insurance.

Administers the International Fuel Tax Agreement for the Manitoba trucking industry.

Collects and follows up outstanding tax arrears and delinquent tax returns.

Maintains filing systems to provide the necessary historical data on each taxpayer as required by all areas within the Taxation Division.

Recommends related policy change options and possible amendments to the Acts.

Trains and develops administration staff.

EXPECTED RESULTS

Collection of tax imposed by the Acts.

Maintenance of an effective and efficient tax-gathering system.

Web-based filing for Retail Sales Tax and Health and Post-Secondary Education Tax Levy with the ability to file a registration and make payments on account for Taxation statutes

Up to date roll of tax collectors.

Timely processing of refund claims from taxpayers.

Taxpayers and the general public are provided with information necessary to comply with the statutes.

Maintain the performance standards required under the International Fuel Tax Agreement.

SUB-APPROPRIATION 07 4b
TAXATION ADMINISTRATION

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	92.4	1.00	90.0
Professional/Technical	8.00	406.1	8.00	388.2
Administrative Support	54.00	2,385.0	54.00	2,308.6
Employee Benefits		407.0		374.7
	63.00	3,290.5	63.00	3,161.5
Other Costs and Benefits		32.6		32.6
Less: Allowance for Staff Turnover		(57.8)		0.0
Total Salaries and Employee Benefits	63.00	3,265.3	63.00	3,194.1
OTHER EXPENDITURES				
Transportation		38.3		38.3
Communications		359.4		359.4
- Postage	262.4		262.4	
- Other	97.0		97.0	
Supplies and Services		771.1		771.1
- Office Space Rental	258.3		258.3	
- Professional Fees	270.0		270.0	
- Other	242.8		242.8	
Other Operating		1,913.0		1,907.0
- Desktop and other Computer Services	166.7		160.7	
- Computer Utilization	114.0		114.0	
- Allowance for Doubtful Accounts	1,500.0		1,500.0	
- Other	132.3		132.3	
Total Other Expenditures		3,081.8		3,075.8
TOTAL SUB-APPROPRIATION		6,347.1		6,269.9

SUB-APPROPRIATION 07-4c

AUDIT

OBJECTIVES

To protect the revenues of the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Mining Tax Act, The Motive Fuel Tax Act, The Health and Post Secondary Education Tax Levy Act, The Retail Sales Tax Act, Part 1 of The Tax Administration and Miscellaneous Taxes Act and The Tobacco Tax Act through the promotion of voluntary compliance by taxpayers and tax collectors, utilizing effective and efficient audit and investigation programs and procedures; to inform taxpayers of the requirements of the various Statutes; and to administer the continuing phase out of the Manitoba Succession Duty Act.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures which result in the most efficient and effective utilization of resources to achieve compliance.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco and fuel, tax evasion and other violations of the Acts, conducts fuel sampling to detect the improper use of tax exempt fuel and prosecutes for offences under the Acts.

Conducts audits of a stipulated portion of Manitoba-based truckers and conducts roadside inspections under the International Fuel Tax Agreement (IFTA) and for prorated sales tax and registration fees under the International Registration Program (IRP).

Continually reviews the procedures and processes of the Audit branch with the goal of determining more efficient and effective use of resources and information technology to increase productivity and audit recoveries.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Liaises with the Canada Revenue Agency, the Canada Border Services Agency and other provinces to develop cooperation and exchange of information on audits and investigations.

Provides an information service to taxpayers and the general public on tax interpretations.

Trains and develops audit and investigation staff.

AUDIT

EXPECTED RESULTS

Recovery of unpaid tax revenues and increased compliance with a sufficient deterrent to tax avoidance/evasion for all Acts.

Completion of a targeted number of audits of the records of taxpayers and tax collectors.

Detection of smuggling and other offences evidenced by successful court prosecutions.

Completion of a stipulated number of International Fuel Tax Agreement/International Registration Program audits of Manitoba based truckers.

Timely submission of related policy change options, possible amendments to the Acts and evaluation of the implications of such changes.

Taxpayers and the general public are provided with information necessary to comply with the Statutes.

TAXATION

SUB-APPROPRIATION 07 4c
AUDIT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	192.8	2.00	187.8
Professional/Technical	75.00	5,354.2	74.00	4,954.6
Administrative Support	13.00	716.0	14.00	741.3
Employee Benefits		812.0		682.9
	90.00	7,075.0	90.00	6,566.6
Less: Allowance for Staff Turnover		(237.0)		(100.0)
Total Salaries and Employee Benefits	90.00	6,838.0	90.00	6,466.6
OTHER EXPENDITURES				
Transportation		167.7		167.7
Communications		64.6		64.6
Supplies and Services		467.2		473.9
- Office Space Rental	364.9		371.6	
- Other	102.3		102.3	
Minor Capital		12.0		12.0
Other Operating		423.3		396.3
- Desktop and other Computer Services	239.2		229.7	
- Other	184.1		166.6	
Total Other Expenditures		1,134.8		1,114.5
TOTAL SUB-APPROPRIATION		7,972.8		7,581.1

SUB-APPROPRIATION 07-4d

TOBACCO INTERDICTION

OBJECTIVES

To protect the revenues of the government under The Tobacco Tax Act through the presentation of an enforcement profile that will promote voluntary compliance by taxpayers and tax collectors as well as detect and prosecute tax evaders. The program will provide information to taxpayers as well as utilize audit and investigative measures and procedures.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures and information for taxpayers which result in the most efficient and effective utilization of resources to achieve compliance.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco products and other violations of the Act and prosecute for offences under the Act.

Continues to liaise with law enforcement agencies, including the Winnipeg Police Service, Canada Revenue Agency, Canada Border Services Agency, R.C.M.P., Ontario Provincial Police, and other Provincial investigation agencies.

Operates a program to check commercial motor vehicles for the presence of contraband tobacco.

Maintains a program of interaction with the transportation industry.

Continues to cooperate with other provincial agencies and Crown corporations in assisting investigations into tobacco smuggling.

Utilizes Canadian Police Information Center (CPIC) to enhance investigations and improve communications with law enforcement agencies.

Trains and develops investigation staff.

Responds to media requests for information on the interdiction program.

EXPECTED RESULTS

Detection of smuggling and other offences evidenced by successful court prosecutions and tax recoveries.

Completion of targeted audits and reviews of the records of tax collectors and taxpayers.

Timely submission of related policy change options, possible amendments to the Act and evaluation of the implications to such changes.

Maintain expected level of revenue derived from The Tobacco Tax Act.

TAXATION

SUB-APPROPRIATION 07 4d
TOBACCO INTERDICTION

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Professional/Technical	10.00	536.6	10.00	517.7
Employee Benefits		103.7		92.2
	10.00	640.3	10.00	609.9
Other Costs and Benefits		154.0		154.0
Less: Allowance for Staff Turnover		(50.0)		(50.0)
Total Salaries and Employee Benefits	10.00	744.3	10.00	713.9
OTHER EXPENDITURES				
Transportation		127.5		127.5
Communications		18.4		18.4
Supplies and Services		14.0		14.0
Minor Capital		2.0		2.0
Other Operating		89.6		89.6
Total Other Expenditures		251.5		251.5
TOTAL SUB-APPROPRIATION		995.8		965.4

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.5	5.	FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	**4,228.8**	4,247.6
		- Provides research support in respect of national and provincial fiscal and economic matters and inter-governmental fiscal relations, including cost-shared programs.		
		- Administers fiscal arrangements and tax collection agreements with the federal government.		
		- Administers tax credit programs with the federal government and municipalities.		
		- Provides strategic policy advice, analysis and support in managing relationships with the federal government and other provincial and territorial governments.		
		(a) Economic and Federal-Provincial Research	**3,704.1**	3,735.4
		(b) Manitoba Tax Assistance Office	**524.7**	512.2
			4,228.8	4,247.6

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5a

ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

OBJECTIVES

To provide the government with research and technical support with respect to national and provincial fiscal and economic matters and inter-governmental fiscal relations, and to fulfill the department's specific economic and fiscal information requirements.

To administer Federal-Provincial agreements and provincial tax credit programs.

To ensure Manitoba benefits from its relationships with the federal government and provincial and territorial governments.

ACTIVITY IDENTIFICATION

Provides policy advice, analysis and support in managing Manitoba's relationships with the federal government and provincial and territorial governments on matters of intergovernmental significance, including the Council of the Federation.

Provides advice and policy analysis with respect to a broad range of economic and fiscal matters including revenue policies and forecasts.

Serves as the principal administrative unit of the province for The Income Tax Act (Manitoba), The Federal-Provincial Fiscal Arrangements Act and Federal Post-Secondary Education and Health Contributions Act and the tax collection agreement with the federal government.

Acts as a central coordination unit for the Provincial Budget.

Advises on policies relating to federal-provincial fiscal and economic relations.

Supports provincial policy, and advances provincial fiscal interests while representing the province in various meetings and committees.

Administers tax credit programs with the federal government and municipalities.

EXPECTED RESULTS

Develops and effectively promotes Manitoba's priorities through informal and formal relationships with the federal government and provincial/territorial governments.

The Minister and Cabinet are provided with timely and accurate information in regard to major fiscal, economic and taxation issues including inter-governmental implications.

Preparation and delivery of necessary reports and presentations to facilitate the conduct of the province's fiscal affairs, including support for the borrowing program.

Benefits to Manitoba from inter-governmental fiscal arrangements are maximized.

Maintains timely communication and a lead coordination role with other government departments involved in federal-provincial activities.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5a

ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	6.00	582.9	6.00	578.2
Professional/Technical	17.25	1,323.2	17.25	1,306.7
Administrative Support	3.00	149.9	3.00	146.3
Employee Benefits		236.7		231.3
	26.25	2,292.7	26.25	2,262.5
Less: Allowance for Staff Turnover		(6.9)		(6.9)
Total Salaries and Employee Benefits	26.25	2,285.8	26.25	2,255.6
OTHER EXPENDITURES				
Transportation		173.5		173.5
Communications		260.0		260.0
Supplies and Services		732.6		795.0
- Office Space Rental	198.8		198.2	
- Other	533.8		596.8	
Minor Capital		24.0		24.0
Other Operating		228.2		227.3
- Desktop and other Computer Services	73.0		70.3	
- Other	155.2		157.0	
Total Other Expenditures		1,418.3		1,479.8
TOTAL SUB-APPROPRIATION		3,704.1		3,735.4

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5b

MANITOBA TAX ASSISTANCE OFFICE

OBJECTIVES

To inform and assist taxpayers on the proper application of Manitoba income tax and tax credit programs for residents of Manitoba.

To administer and enforce elements of the School Tax Assistance, Tax Rebate Discounting, Manitoba Income Tax, Equity Tax Credit, Labour Sponsored Funds Credit, Manitoba Education Property Tax Credit, Personal Tax Credit, Riparian Tax Credit, Political Contributions Tax Credit, Cooperative Education Tax Credit and Tuition Fee Income Tax Rebate programs.

To monitor all claims administered and enforced by the branch and recover amounts granted to individuals who are ineligible.

ACTIVITY IDENTIFICATION

Provides information to taxpayers claiming any of the above referenced programs and administers these programs with Canada Revenue Agency.

Responds to enquiries and processes benefit applications.

Collection of ineligible amounts claimed by individuals.

Provides assistance to taxpayers in completing portions of their tax returns.

EXPECTED RESULTS

Residents of Manitoba receive information to accurately report on Manitoba income tax and tax credit programs.

Timely processing of benefit applications.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5b

MANITOBA TAX ASSISTANCE OFFICE

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	69.9	1.00	66.8
Administrative Support	6.00	273.6	6.00	270.5
Employee Benefits		48.6		43.1
Total Salaries and Employee Benefits	7.00	392.1	7.00	380.4
OTHER EXPENDITURES				
Transportation		0.2		0.2
Communications		53.7		53.7
Supplies and Services		51.6		51.5
- Office Space Rental	30.4		30.3	
- Other	21.2		21.2	
Other Operating		27.1		26.4
- Desktop and other Computer Services	19.5		18.8	
- Other	7.6		7.6	
Total Other Expenditures		132.6		131.8
TOTAL SUB-APPROPRIATION		524.7		512.2

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.6	6.	INSURANCE AND RISK MANAGEMENT	**451.5**	427.2
		- Provides insurance and risk management services to all government departments, agencies and certain Crown corporations.		
		(a) Salaries and Employee Benefits	**380.8**	369.1
		(b) Other Expenditures	**70.7**	58.1
		(c) Insurance Premiums	**2,653.0**	2,787.0
		(d) Less: Recoverable from Other Appropriations	**(2,653.0)**	(2,787.0)
			451.5	427.2

SUB-APPROPRIATION 07-6

INSURANCE AND RISK MANAGEMENT

OBJECTIVES

To reduce the impact of unexpected events upon the organizational goals of the Government of Manitoba through identification and management of risk.

To assist departments and agencies in assuming reasonable risks.

To protect the programs and assets of the Government of Manitoba through the application of risk management principles.

ACTIVITY IDENTIFICATION

Assists departments and agencies in examining programs and facilities to identify and prioritize risks and opportunities.

Recommends the implementation of appropriate risk control measures to reduce the likelihood and impact of loss.

Administers insurance related claims for government departments and agencies.

Promotes appropriate risk transfer practices through review of contracts for insurance, bonding and indemnification requirements.

Implements appropriate risk financing measures on behalf of departments and agencies, including the use of self-insurance and the purchase of commercial insurance.

Monitors the priorities of the government's risk management program, assists with program implementation and recommends revisions.

EXPECTED RESULTS

Improved identification and management of risks/opportunities with government programs and facilities.

Greater control over the likelihood and impact of losses involving government facilities and programs.

Increased control over government's risk financing costs, including the cost of commercial insurance.

Increased control over the cost of insured claims incurred by government.

SUB-APPROPRIATION 07 6
INSURANCE AND RISK MANAGEMENT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	86.9	1.00	84.6
Professional/Technical	3.00	206.5	3.00	201.2
Administrative Support	1.20	47.3	1.20	46.0
Employee Benefits		40.1		37.3
Total Salaries and Employee Benefits	5.20	380.8	5.20	369.1
OTHER EXPENDITURES				
Transportation		5.0		5.0
Communications		5.2		5.2
Supplies and Services		38.1		26.0
- Office Space Rental	31.1		19.0	
- Other	7.0		7.0	
Other Operating		2,675.4		2,808.9
- Desktop and other Computer Services	13.7		13.2	
- Insurance Costs	2,653.0		2,787.0	
- Other	8.7		8.7	
Total Other Expenditures		2,723.7		2,845.1
TOTAL EXPENDITURES		3,104.5		3,214.2
Less: Recoverable from Other Appropriations		(2,653.0)		(2,787.0)
TOTAL SUB-APPROPRIATION		451.5		427.2

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.7	7.	TREASURY BOARD SECRETARIAT.....	**7,123.4**	6,984.6
		- Provides financial and analytical support and advice to the Minister of Finance and Treasury Board in fulfilling their responsibilities for fiscal management, program and organizational review.		
		- Monitors, analyzes and reports on the financial position of the province.		
		- Plans and coordinates the budgetary process.		
		- Coordinates expenditure management, continuous improvement, planning and program performance reporting processes for government.		
		- Undertakes reviews of specific program areas.		
		- Develops and communicates policies, procedures and guidelines on administrative matters and maintains the General Manual of Administration.		
		- Represents the government and department management in all labour relations and compensation activities within the civil service, and provides central administration of civil service benefit and insurance programs.		
		- *Francophone Affairs Secretariat:* Provides advice to the government on matters relating to the French Language Services Policy and guidance to government departments and administrative bodies on the implementation of the policy and on the development of government services in the French language.		
		(a) Treasury Board Secretariat	**6,430.1**	6,322.1
		(b) Francophone Affairs Secretariat	**693.3**	662.5
			7,123.4	6,984.6

SUB-APPROPRIATION 07-7a

TREASURY BOARD SECRETARIAT

OBJECTIVES

To develop and implement the annual fiscal plan and related strategy for the Government of Manitoba.

To advise the Chairperson of Treasury Board on all policy, program and fiscal matters related to the roles and responsibilities of Treasury Board.

To provide information and advice to the Minister of Finance related to the fiscal position of the Manitoba government as well as overall financial and management issues.

To monitor and analyze the financial position of the province.

To coordinate expenditure management, continuous improvement, planning and performance measurement activities for government.

To develop, communicate, interpret, monitor and evaluate government administrative policies.

To provide a complete range of labour services to government, Crown agencies and government funded organizations in accordance with The Civil Service Act and The Labour Relations Act.

ACTIVITY IDENTIFICATION

Compile, develop and implement the annual fiscal plan and strategy for the Government of Manitoba.

Develop, implement and coordinate the budgetary process, and finalize the estimates of expenditure and revenue and related appropriation acts for tabling in the Legislature.

Monitor the current and projected fiscal position of the Government of Manitoba on a regular basis, and develop strategies to address deviations from the fiscal plan.

Provide advice and recommendations to the Minister of Finance, Treasury Board and Cabinet with respect to policy and financial issues through analysis and recommendations on submissions to Treasury Board and Cabinet.

Jointly with the Comptroller's Division, work with organizations included in the Government Reporting Entity to implement Summary Budgeting and Reporting.

Review administrative processes and structures, coordinate planning and performance reporting activities, review major program delivery areas and develop strategies for service improvement.

Review and manage the central administrative policy function, primarily through the General Manual of Administration.

Negotiate collective agreements on behalf of government and public sector employers.

TREASURY BOARD SECRETARIAT

ACTIVITY IDENTIFICATION cont'd...

Act on behalf of government, as an employer, on pension and group insurance matters affecting the civil service and Crown agencies; act on behalf of the Department of Education, Citizenship and Youth on pension matters affecting teachers.

Coordinate all grievance-arbitration and appeal activities for management. In addition, represent management in other quasi-judicial processes with respect to union certification, wrongful dismissal, human rights and employment standards issues.

Administer government employee benefit plans and insurance programs in accordance with collective agreements and applicable legislation

EXPECTED RESULTS

Provision of effective financial and policy advice and services to the Minister of Finance/Chairperson of Treasury Board.

Timely and thorough analysis of information for Treasury Board on a weekly basis.

Creation and maintenance of the annual fiscal plan for the Government of Manitoba.

Ensure focus on the broader public sector, or Government Reporting Entity, for the annual budget process, while maintaining appropriate and timely information on the annual fiscal plan for core government operations.

Finalization and distribution of expenditure and revenue estimates and supply bills for tabling in the Legislature.

Timely provision of quarterly financial reports.

Development and implementation of processes which will improve the effectiveness and efficiency of the expenditure management, continuous improvement, planning and performance reporting functions of the government.

Provision of labour relations services for all agreements on behalf of government, Crown agencies and government funded organizations.

Administration of all contracts and coordination of grievance/arbitration/appeal/labour board activities on behalf of government.

Negotiate, develop and communicate benefit plan changes.

Ongoing administration of negotiated benefit plans.

SUB-APPROPRIATION 07 7a
TREASURY BOARD SECRETARIAT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	11.00	1,162.6	11.00	1,155.0
Professional/Technical	42.00	3,301.1	42.00	3,290.2
Administrative Support	11.00	498.2	11.00	494.6
Employee Benefits		620.3		584.8
	64.00	5,582.2	64.00	5,524.6
Other Costs and Benefits		26.8		26.8
Less: Allowance for Staff Turnover		(20.0)		(50.0)
Total Salaries and Employee Benefits	64.00	5,589.0	64.00	5,501.4
OTHER EXPENDITURES				
Transportation		24.3		24.3
Communications		58.3		54.7
Supplies and Services		531.1		523.0
- Office Space Rental	354.3		349.2	
- Other	176.8		173.8	
Minor Capital		16.4		14.9
Other Operating		211.0		203.8
- Desktop and other Computer Services	155.8		152.2	
- Other	55.2		51.6	
Total Other Expenditures		841.1		820.7
TOTAL SUB-APPROPRIATION		6,430.1		6,322.1

SUB-APPROPRIATION 07-7b

FRANCOPHONE AFFAIRS SECRETARIAT

OBJECTIVES

To carry out its mandate as described in the Manitoba French Language Services (FLS) Policy:

"The implementation of this policy is guided and monitored by the Francophone Affairs Secretariat, whose mandate applies to all the administrative bodies covered by this policy. In fulfilling its mandate, the Francophone Affairs Secretariat seeks and facilitates the implementation of this policy in a manner consistent with the concept of active offer and makes recommendations to that effect."

ACTIVITY IDENTIFICATION

Determine, with the federal government, projects to be funded under the Canada-Manitoba Agreement on French Language Services.

Act on the recommendations approved by Cabinet and resulting from the review of the FLS Policy by Judge Richard Chartier.

Facilitate, guide and monitor all designated administrative body activity concerning FLS. Provide assistance to the designated administrative bodies in developing strategies to meet the objectives of the FLS Policy, specifically regarding written, oral and electronic communications with the general public and in promotional activities regarding access to FLS.

Coordinate French language training initiatives for provincial government employees.

Coordinate implementation of the cooperation agreements entered into with the governments of Quebec, New Brunswick and the Bas-Rhin (Lower Rhine in the Northern region of Alsace, France).

Participate in activities of the Ministerial Conference on the Canadian Francophonie and the Intergovernmental Network of the Canadian Francophonie.

Participate in national and international cooperation activities such as the Partnership Committee for the 400th Anniversary of Québec City Celebrations and, with the Minister responsible for FLS, the biennial International Francophone Summit. The next Summit will take place in Quebec City in October 2008.

Maintain day-to-day liaison with the Franco-Manitoban community and representatives to share information and ideas on specific issues and develop practical solutions and strategies.

Deal with representations or complaints from the public about French language services.

EXPECTED RESULTS

Continued progress on the establishment of bilingual service centres in Ste. Anne, St. Laurent and South St. Vital, as outlined in the Chartier Report.

Approval of projects funded under the Canada-Manitoba Agreement on French Language Services, the Manitoba-New Brunswick Agreement and the Manitoba-Quebec Agreement.

FRANCOPHONE AFFAIRS SECRETARIAT

EXPECTED RESULTS cont'd...

Oversee the implementation and review/evaluation of FLS Plans, pursuant to the new strategic plan and operating plan template, by the various administrative bodies covered by the FLS Policy and approved by the Minister responsible for FLS.

Enhanced provision of services in French, as per the FLS Plans, taking into account the Chartier Report Recommendations.

Publication of the Report on French Language Services.

TREASURY BOARD SECRETARIAT

SUB-APPROPRIATION 07 7b
FRANCOPHONE AFFAIRS SECRETARIAT

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	**FTEs**	**$(000s)**
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**96.9**	1.00	94.4
Professional/Technical	**4.00**	**261.0**	4.00	254.4
Administrative Support	**7.00**	**298.0**	7.00	282.1
Employee Benefits		**100.3**		89.1
Total Salaries and Employee Benefits	**12.00**	**756.2**	12.00	720.0
Less: Transfer to Enabling Vote		**(258.6)**		(253.2)
Net Salaries and Employee Benefits	**12.00**	**497.6**	12.00	466.8
OTHER EXPENDITURES				
Transportation		**12.7**		12.7
Communications		**91.6**		91.6
Supplies and Services		**410.8**		403.8
Minor Capital		**16.8**		16.8
Other Operating		**255.2**		267.6
Total Other Expenditures		**787.1**		792.5
Less: Transfer to Enabling Vote		**(591.4)**		(596.8)
Net Other Expenditures		**195.7**		195.7
TOTAL SUB-APPROPRIATION		**693.3**		662.5

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	Estimates of Expenditure 2008/2009 $(000s)		Estimates of Expenditure 2007/2008 $(000s)
7.8	8.	CONSUMER AND CORPORATE AFFAIRS	**11,692.6**		10,521.1

- Facilitates the resolution of disputes between consumers and businesses, tenants and landlords.
- Through an adviser office, assists claimants in appealing automobile injury compensation internal review decisions of Manitoba Public Insurance and, through the Automobile Injury Compensation Appeal Commission, hears such appeals.
- Administers legislation for incorporation and registration of businesses, licensing of trust and loan corporations, credit unions and caisses populaires and licensing of companies and individuals involved in the sale of securities, real estate, insurance and raising capital.
- Maintains registries of vital events and of interests in land and personal property.

(a)	Administration and Research	**686.7**		450.3
(b)	Consumers' Bureau	**1,655.0**		1,527.3
(c)	Residential Tenancies Branch	**5,035.8**		4,941.8
(d)	Financial Institutions Regulations Branch	**989.1**		960.0
(e)	Claimant Adviser Office – Automobile Injury Compensation Appeals	**1,167.7**		626.5
(f)	Automobile Injury Compensation Appeal Commission	**1,134.5**		1,096.0
(g)	Residential Tenancies Commission	**1,023.8**		919.2
(h)	Vital Statistics Agency	**-**	(1)	-
(i)	Manitoba Securities Commission	**-**	(1)	-
(j)	The Property Registry	**-**	(1)	-
(k)	Companies Office	**-**	(1)	-
		11,692.6		10,521.1

1. The Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office function as special operating agencies and, on this basis, no funding is required in the 2008/09 Estimates of Expenditure (see Part 5).

SUB-APPROPRIATION 07-8a

ADMINISTRATION AND RESEARCH

OBJECTIVES

To provide leadership and direction for the division in the implementation of the legislation and policies of the government in an efficient and effective manner.

To provide research and support in the development of legislation and policy.

To provide administrative support.

ACTIVITY IDENTIFICATION

Provides for the division's overall policy management and administrative direction in accordance with the objectives of the government.

Provides the Minister, Deputy Minister and Senior Assistant Deputy Minister with recommendations for legislation, policy and program changes on matters related to the division.

Provides direction and coordinates the development of legislation in the division and support to the Minister, Deputy Minister and Senior Assistant Deputy Minister throughout the legislative process.

Investigates marketplace problems and assesses alternative responses to them. Liaises with consumer oriented groups, representatives of the business sector and government officials.

Ensures the best use of the division's fiscal and physical resources. Coordinates and responds for the division to central department programs and initiatives.

EXPECTED RESULTS

Efficient and effective operation of the division in accordance with legislation and government policy objectives.

Maintenance of fair and effective regulatory frameworks for business and consumers.

Timely development of legislation to respond to marketplace issues and to reflect the needs of various stakeholders.

Information on the views stakeholders have of particular issues and action options for addressing those issues.

Effective control and use of the division's resources.

Timely reporting of the division's expenditure and revenues.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8a
ADMINISTRATION AND RESEARCH

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	185.8	3.00	255.7
Professional/Technical	3.50	176.2	1.50	77.0
Administrative Support	2.28	78.7	3.28	114.4
Employee Benefits		54.9		48.2
Total Salaries and Employee Benefits	7.78	495.6	7.78	495.3
OTHER EXPENDITURES				
Transportation		4.0		4.0
Communications		11.5		11.5
Supplies and Services		165.7		140.4
- Office Space Rental	34.8		34.5	
- Professional Fees	113.8		88.8	
- Other	17.1		17.1	
Other Operating		9.9		9.1
Total Other Expenditures		191.1		165.0
TOTAL EXPENDITURES		686.7		660.3
Less: Recoverable from Other Appropriations		0.0 [1]		(210.0)
TOTAL SUB-APPROPRIATION		686.7		450.3

1. Non-recurring recoveries for support services no longer provided.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8b

CONSUMERS' BUREAU

OBJECTIVES

To administer Manitoba's consumer protection legislation and assist consumers and businesses in effectively identifying and managing marketplace issues.

ACTIVITY IDENTIFICATION

Administers The Consumer Protection Act, The Business Practices Act, The Charities Endorsement Act, The Personal Investigations Act, The Hearing Aid Act, The Bedding and Other Upholstered or Stuffed Articles Regulation under The Public Health Act and Part III of The Mortgage Act, Reverse Mortgage Loans.

Licences/registers/grants certifications or authorizes vendors and individual sellers engaged in direct selling; collection agencies and collectors; hearing aid dealers; charitable fundraising in Manitoba; and manufacturers, renovators and home hobby crafters of stuffed articles.

Provides information and alternate dispute resolution assistance in regards to consumer complaints and investigates complaints where required.

Takes enforcement action as appropriate. This may include the issuance of administrative penalties or the referral of a prosecution of offenders under the Acts to the Department of Justice.

Identifies problems and issues in the marketplace and makes recommendations to amend legislation under its mandate as required.

Informs and educates consumers, businesses and interest groups regarding their rights and responsibilities under consumer protection statutes as well as potential risks in the marketplace.

Works cooperatively with other departments, agencies and organizations in Manitoba and Canada on current issues.

EXPECTED RESULTS

During 2008/2009, the Consumers' Bureau will handle approximately 30,000 calls and e-mails from consumers and businesses requiring information or assistance. The branch's website continues to be updated to provide businesses with easier on-line access to application forms for licences, certifications, and authorizations.

Consumer Services Officers will provide information and alternative dispute resolution to more than 1,700 consumer complaints filed with the branch. This assistance is expected to result in an estimated consumer recovery of $550,000. The branch will continue with improvements to its Intake procedures to ensure more timely service of consumer complaints.

In 2008/2009, more than 10,000 licences, registrations and authorizations will be issued by licensing staff under The Consumer Protection Act, The Charities Endorsement Act, The Hearing Aid Act and the Bedding and Other Upholstered or Stuffed Articles Regulation of The Public Health Act.

CONSUMERS' BUREAU

EXPECTED RESULTS cont'd...

The bureau will begin regulating payday lenders. It is anticipated that the bureau will process licence applications from approximately 50 payday loan locations in the province.

The bureau will consult with industry and consumer groups in the retail sector with respect to a mandatory review of *The Prepaid Purchase Cards Regulation*.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8b
CONSUMERS' BUREAU

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	228.4	3.00	219.6
Professional/Technical	10.00	589.6	10.00	574.0
Administrative Support	6.00	238.7	6.00	236.0
Employee Benefits		138.3		129.9
	19.00	1,195.0	19.00	1,159.5
Less: Allowance for Staff Turnover		(4.8)		0.0
Total Salaries and Employee Benefits	19.00	1,190.2	19.00	1,159.5
OTHER EXPENDITURES				
Grants/Transfer Payments		124.8		99.8
Transportation		16.5		16.5
Communications		33.7		33.7
Supplies and Services		214.5		144.5
- Office Space Rental	93.3		95.8	
- Other	121.2		48.7	
Minor Capital		9.6		9.6
Other Operating		65.7		63.7
- Desktop and other Computer Services	43.0		41.0	
- Other	22.7		22.7	
Total Other Expenditures		464.8 [1]		367.8
TOTAL SUB-APPROPRIATION		1,655.0		1,527.3

1. Increase is due to the provision for the cost of Public Utility Board hearings related to consumer protection (payday loan) legislation.

SUB-APPROPRIATION 07-8c

RESIDENTIAL TENANCIES BRANCH

OBJECTIVES

To investigate, mediate and/or adjudicate tenancy disputes between landlords and tenants.

To regulate the amount and frequency of rent increases in residential premises in Manitoba in accordance with the provisions of The Residential Tenancies Act.

To provide information to landlords and tenants. This information helps landlords and tenants understand and comply with The Residential Tenancies Act.

ACTIVITY IDENTIFICATION

Investigation, mediation and adjudication of disputes between landlords and tenants, including security deposit disputes, repairs, notices of termination, claims between landlords and tenants and Orders of Possession.

Reviewing landlords' applications for: rent increases above the guideline, whole complex rehabilitations, unit rehabilitations, withdrawals and reductions in service, laundry rate increases; reviewing tenant objections with respect to these applications; adjudicating and issuing orders setting rent.

Reviewing all complaints of non-compliance with the requirements of the Act and enforcing compliance orders.

Providing information on the legislation and the branch's policies and procedures.

EXPECTED RESULTS

Provision of general information on the legislation and branch policies/procedures to approximately 80,000 clients by telephone.

Provision of information/intake/mediation services to approximately 10,000 walk-in clients.

Provision of information to the public through the branch's website; the branch anticipates approximately 100,000 visits to the website.

Processing of approximately 6,000 non-rent increase related disputes between landlords and tenants; issuance of Orders and Reasons for Decision on:

Applications for Orders of Possession – within 3 business days from the date of a hearing;

Claims Above a Security Deposit/Determinations – within 10 business days from the date of a hearing;

RESIDENTIAL TENANCIES BRANCH

EXPECTED RESULTS cont'd...

Claims for Less than a Security Deposit – within 23 calendar days from the date the file is transferred to an adjudication officer; and

Completion of Security Deposit files or processing for Transfer to Adjudication - within 60 calendar days from the date the file is opened.

Processing of approximately 2,280 rent regulation files. This includes applications for rent increase above the guideline and other rent regulation applications, investigation of possible unauthorized rents, rent status inquiries and tenant objections to guideline or less rent increases; issuance of Orders and Reasons for Decision on:

Applications for Rent Increase Above the Guideline – within 120 calendar days from the date the branch receives the application;

Application for Laundry Rate Increases – within 90 calendar days from the date the branch receives the application;

Unauthorized Rent Increase Issues – within 120 calendar days from the date the file is opened;

Applications for Rehabilitation – within 30 calendar days from the date the branch receives the application to issuance of the interim order; and

Applications for Unit Rehabilitation – within 3 working days from the date the branch receives the application for first inspection.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8c
RESIDENTIAL TENANCIES BRANCH

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	**FTEs**	**$(000s)**
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**2.00**	**175.3**	2.00	177.3
Professional/Technical	**32.50**	**2,078.9**	31.50	1,968.0
Administrative Support	**25.00**	**1,386.7**	26.00	1,414.3
Employee Benefits		**510.3**		450.2
	59.50	**4,151.2**	59.50	4,009.8
Other Costs and Benefits		**6.5**		6.5
Less: Allowance for Staff Turnover		**(80.0)**		0.0
Total Salaries and Employee Benefits	**59.50**	**4,077.7**	59.50	4,016.3
OTHER EXPENDITURES				
Transportation		**51.7**		51.7
Communications		**119.8**		119.8
Supplies and Services		**403.4**		351.6
- Office Space Rental	**245.6**		243.8	
- Professional Fees	**91.7**		41.7	
- Other	**66.1**		66.1	
Minor Capital		**82.5**		82.5
Other Operating		**300.7**		319.9
- Desktop and other Computer Services	**111.4**		105.6	
- Other	**189.3**		214.3	
Total Other Expenditures		**958.1**		925.5
TOTAL SUB-APPROPRIATION		**5,035.8**		4,941.8

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8d

FINANCIAL INSTITUTIONS REGULATION BRANCH

OBJECTIVES

To provide a legislative and regulatory framework which promotes the orderly growth and development of cooperatives, credit unions and caisses populaires, and the insurance industry in Manitoba.

To protect the public while facilitating the transaction of the business of insurance.

To provide a legislative and regulatory framework to safeguard the funds gathered from the public and ensure the prudent investment of those funds.

To protect members of cooperatives, credit unions and caisses populaires through the administration of The Cooperatives Act, The Credit Unions & Caisses Populaires Act and corresponding regulations.

ACTIVITY IDENTIFICATION

Regulate and license private insurance companies, issue business authorizations to trust and loan corporations to conduct business in Manitoba.

Licence hail insurance agents, hail insurance adjusters and accident and baggage insurance agents. Oversee the Insurance Council of Manitoba in its role to license and supervise the activities of all other insurance agents and adjusters.

Review existing legislation within the branch's mandate and recommend changes where appropriate.

Monitor the financial and operational performance of the Credit Union Deposit Guarantee Corporation, La Société d'assurance-dépôts des Caisses Populaires, The Credit Union Central of Manitoba and La Fédération des Caisses Populaires du Manitoba.

Maintain a registry for cooperatives, credit unions and caisses populaires, assist with the incorporation of such entities and provide advice on statutory matters including issuing securities to members.

EXPECTED RESULTS

Public confidence in the financial institutions operating in Manitoba.

Fair and timely resolution of disputes between members and credit unions, caisses populaires, and cooperatives, and between insurance companies and trust and loan corporations and their customers.

A fair and efficient marketplace for insurance companies, trust and loan corporations, cooperatives, credit unions and caisse populaires.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8d

FINANCIAL INSTITUTIONS REGULATIONS BRANCH

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	281.6	3.00	271.4
Professional/Technical	3.50	223.0	3.50	212.7
Administrative Support	4.00	169.8	4.00	165.2
Employee Benefits		87.3		74.8
	10.50	761.7	10.50	724.1
Less: Allowance for Staff Turnover		(15.0)		(25.0)
Total Salaries and Employee Benefits	10.50	746.7	10.50	699.1
OTHER EXPENDITURES				
Transportation		5.6		5.6
Communications		21.4		21.4
Supplies and Services		154.0		173.5
- Office Space Rental	57.4		56.9	
- Professional Fees	78.8		98.8	
- Other	17.8		17.8	
Minor Capital		6.8		6.8
Other Operating		54.6		53.6
- Desktop and other Computer Services	29.8		28.8	
- Other	24.8		24.8	
Total Other Expenditures		242.4		260.9
TOTAL SUB-APPROPRIATION		989.1		960.0

SUB-APPROPRIATION 07-8e

CLAIMANT ADVISER OFFICE – AUTOMOBILE INJURY COMPENSATION APPEALS

OBJECTIVES

To assist claimants who do not agree with a decision issued by the Internal Review Office of the Manitoba Public Insurance Corporation (MPIC) with respect to a bodily injury claim in their appeal of that decision to the Automobile Injury Compensation Appeal Commission.

ACTIVITY IDENTIFICATION

Advise claimants who are considering appealing a decision to the Automobile Injury Compensation Appeal Commission about the meaning and effect of the provisions of the MPIC Act.

Assist and support claimants through the appeal process.

Carry out investigations or inspections, including obtaining an expert opinion respecting a claim.

Represent claimants at appeal hearings when appropriate to do so.

Provide information and education to the public to improve the understanding of the appeal process.

EXPECTED RESULTS

Improved claimant understanding of entitlements under the personal injury protection plan and the scope and purpose of the appeal process.

Increased confidence in the compensation system for those injured in automobile accidents.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8e
CLAIMANT ADVISER OFFICE - AUTOMOBILE INJURY COMPENSATION APPEALS

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	69.9	1.00	68.1
Administrative Support	10.50	595.5	10.50	278.2
Employee Benefits		111.5		58.1
Total Salaries and Employee Benefits	11.50	776.9	11.50	404.4
OTHER EXPENDITURES				
Transportation		22.6		16.3
Communications		32.2		28.9
Supplies and Services		272.3		128.3
- Office Space Rental	75.7		56.7	
- Other	196.6		71.6	
Minor Capital		14.4		9.4
Other Operating		49.3		39.2
- Desktop and other Computer Services	27.2		19.6	
- Other	22.1		19.6	
Total Other Expenditures		390.8		222.1
TOTAL SUB-APPROPRIATION		1,167.7 [1]		626.5

1. Increase reflects full-year salary and operating costs.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8f

AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

OBJECTIVES

To hear appeals from claimants regarding bodily injury compensation decisions issued by the Internal Review Office of the Manitoba Public Insurance Corporation in a fair and timely fashion, in an accessible forum.

ACTIVITY IDENTIFICATION

The Commission hears appeals under Part 2 of the Manitoba Public Insurance Corporation (MPIC) Act. Claimants can appeal any internal review decision issued by MPIC relating to a claimant's bodily injuries suffered in a motor vehicle accident that occurred on or after March 1, 1994.

EXPECTED RESULTS

It is estimated that the Commission will receive appeals from approximately 200 claimants.

Each claimant can appeal multiple decisions from MPIC. It is anticipated that the appeals received will account for 225 MPIC internal review decisions.

Fair and timely decisions.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8f

AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**1.00**	**129.9**	1.00	126.6
Professional/Technical	**3.00**	**294.2**	3.00	274.8
Administrative Support	**5.00**	**242.7**	5.00	235.4
Employee Benefits		**93.5**		86.1
	9.00	**760.3**	9.00	722.9
Other Costs and Benefits		**99.1**		99.1
Total Salaries and Employee Benefits	**9.00**	**859.4**	9.00	822.0
OTHER EXPENDITURES				
Transportation		**8.0**		8.0
Communications		**16.0**		16.0
Supplies and Services		**187.1**		186.9
- Office Space Rental	**119.8**		119.6	
- Professional Fees	**50.5**		50.5	
- Other	**16.8**		16.8	
Minor Capital		**7.0**		7.0
Other Operating		**57.0**		56.1
- Desktop and other Computer Services	**26.6**		25.7	
- Other	**30.4**		30.4	
Total Other Expenditures		**275.1**		274.0
TOTAL SUB-APPROPRIATION		**1,134.5**		1,096.0

SUB-APPROPRIATION 07-8g

RESIDENTIAL TENANCIES COMMISSION

OBJECTIVES

To provide prompt resolution on appeal of disputes between landlords and tenants that is fair, accessible, inexpensive, expeditious and amicable, in an informal administrative setting by a specialist tribunal.

ACTIVITY IDENTIFICATION

The Residential Tenancies Commission is a specialist tribunal which hears appeals from Decisions and Orders of the Director of the Residential Tenancies Branch under The Residential Tenancies Act, The Life Leases Act and The Condominium Act.

Provides concise and easy to understand "Reasons for Decisions" regarding the outcome of an appeal.

EXPECTED RESULTS

It is expected that approximately 500 appeals involving disputes between landlords and tenants will be received and processed by the Residential Tenancies Commission during the year. The number of appeals to rent increase to be received and reviewed by the Residential Tenancies Commission is estimated to involve 12,000 rental units.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8g
RESIDENTIAL TENANCIES COMMISSION

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	124.9	1.00	112.9
Professional/Technical	3.00	265.4	3.00	172.9
Administrative Support	3.50	133.9	3.50	132.6
Employee Benefits		106.4		85.6
	7.50	630.6	7.50	504.0
Other Costs and Benefits		190.4		213.9
Total Salaries and Employee Benefits	7.50	821.0	7.50	717.9
OTHER EXPENDITURES				
Transportation		13.5		13.5
Communications		12.6		12.6
Supplies and Services		134.1		133.3
- Office Space Rental	76.1		75.3	
- Other	58.0		58.0	
Minor Capital		0.5		0.5
Other Operating		42.1		41.4
- Desktop and other Computer Services	15.4		14.7	
- Other	26.7		26.7	
Total Other Expenditures		202.8		201.3
TOTAL SUB-APPROPRIATION		1,023.8		919.2

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.9	9.	COSTS RELATED TO CAPITAL ASSETS.....	**4,116.0**	4,298.2
		Provides for the amortization and interest expense related to capital assets which include: - the department's share of amortization of Enterprise System total estimated project costs allocated to departments based on projected use; - the department's share of amortization of transition costs for the managed environment total estimated project costs allocated as a percentage of total units purchased; - amortization of hardware/software and other equipment acquisitions; and - interest expense on capital assets.		
		(a) Desktop Services		
		(1) Amortization Expense – Transition	**101.5**	101.5
		(2) Enterprise Software Licenses	**189.2**	189.2
			290.7	290.7
		(b) Amortization Expense	**2,646.3**	2,551.2
		(c) Interest Expense	**1,179.0**	1,456.3
			4,116.0	4,298.2

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
7.10	10.	NET TAX CREDIT PAYMENTS.....	**45,109.0**	48,209.0
		Provides for the cost of provincial tax credit payments and the federal administration fee.		
		Education Property Tax Credit	**251,000.0**	222,850.0
		Personal Tax Credit	**43,000.0**	46,250.0
		School Tax Assistance for Tenants and Homeowners (55+)	**1,975.0**	2,320.0
		Political Contribution Tax Credit	**1,050.0**	900.0
		Riparian Property Tax Reduction	**75.0**	75.0
		Federal Administration Fee	**984.0**	984.0
			298,084.0	273,379.0
		Less: Recoverable from Education, Citizenship and Youth:		
		- Education Property Tax Credit	**(251,000.0)**	(222,850.0)
		- School Tax Assistance for Tenants and Homeowners (55+)	**(1,975.0)**	(2,320.0)
			(252,975.0)	(225,170.0)
			45,109.0	48,209.0

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
S	11.	PUBLIC DEBT (STATUTORY)	**262,500.0**	276,000.0
		Provides for required net cost of interest and related expenses payable with respect to the public debt of Manitoba.		
		(a) (1) Interest on the Public Debt of Manitoba and related expenses	**1,151,173.3**	1,129,984.6
		(2) Interest on departments' capital assets	**110,700.0**	107,100.0
		(3) Interest on Trust and Special Funds	**55,000.0**	44,500.0
			1,316,873.3	1,281,584.6
		(b) Less: Interest and Other Charges to be received from:		
		(1) Sinking Fund Investments	**(153,915.8)**	(159,000.5)
		(2) Manitoba Hydro	**(515,134.0)**	(531,230.6)
		(3) Manitoba Housing and Renewal Corporation	**(28,281.8)**	(28,096.7)
		(4) Manitoba Agricultural Services Corporation	**(17,774.0)**	(19,346.8)
		(5) Other Government Agencies	**(23,647.5)**	(11,311.4)
		(6) Other Loans and Investments	**(118,664.5)**	(102,108.6)
		(7) Other Appropriations	**(196,955.7)**	(154,490.0)
			(1,054,373.3)	(1,005,584.6)
			262,500.0	276,000.0

PART 3

HISTORICAL INFORMATION

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE AND STAFFING SUMMARY BY MAIN APPROPRIATION
FOR THE YEAR ENDING MARCH 31, 2009

	ACTUAL EXPENDITURES *						ADJUSTED VOTE		PRINTED ESTIMATES	
	2004/2005		2005/2006		2006/2007		2007/2008		2008/2009	
MAIN APPROPRIATION	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	29.25	2,613.9	31.25	2,643.2	32.25	2,561.2	33.25	3,577.3	**33.25**	**3,654.9**
TREASURY	25.00	1,599.2	25.00	1,623.2	25.00	1,741.0	25.00	1,923.4	**25.00**	**1,979.9**
COMPTROLLER	68.50	4,856.1	70.50	4,951.7	73.50	5,240.4	77.00	6,179.7	**77.00**	**6,691.9**
TAXATION	193.50	14,500.9	191.50	15,834.6	193.50	14,642.0	196.50	17,237.4	**196.50**	**17,850.7**
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	32.25	3,297.1	32.25	3,928.5	33.25	3,822.2	33.25	4,247.6	**33.25**	**4,228.8**
INSURANCE AND RISK MANAGEMENT	5.20	364.6	5.20	394.5	5.20	405.2	5.20	427.2	**5.20**	**451.5**
TREASURY BOARD SECRETARIAT	75.00	6,096.2	73.00	6,404.2	76.00	6,533.0	76.00	6,984.6	**76.00**	**7,123.4**
CONSUMER AND CORPORATE AFFAIRS	114.78	7,952.4	117.28	8,479.0	115.28	9,274.3	124.78	10,521.1	**124.78**	**11,692.6**
COSTS RELATED TO CAPITAL ASSETS	-	4,171.2	-	4,049.8	-	4,126.5	-	4,298.2	**-**	**4,116.0**
SUBTOTAL	543.48	45,451.6	545.98	48,308.7	553.98	48,345.8	570.98	55,396.5	**570.98**	**57,789.7**
NET TAX CREDIT PAYMENTS	-	51,088.5	-	50,656.3	-	47,961.3	-	48,209.0	**-**	**45,109.0**
PUBLIC DEBT (STATUTORY)	-	240,542.3	-	259,796.8	-	260,239.1	-	276,000.0	**-**	**262,500.0**
TOTAL	543.48	337,082.4	545.98	358,761.8	553.98	356,546.2	570.98	379,605.5	**570.98**	**365,398.7**

* Actual expenditures have been adjusted for comparative purposes. Adjustments are for: i) the transfers in 2004/2005 of Legislative Building Information Systems and Enterprise System Management and related Costs Related to Capital Assets to Science, Technology, Energy and Mines; ii) the transfer in 2006/2007 of positions from the Comptroller's Division and Consumer and Corporate Affairs to Science, Technology, Energy and Mines due to ICT restructuring and the transfer of the Public Utilities Board to Intergovernmental Affairs; and iii) the transfer in 2008/2009 of Federal-Provincial Relations from Competitiveness, Technology and Trade.

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE SUMMARY
OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS & PUBLIC DEBT

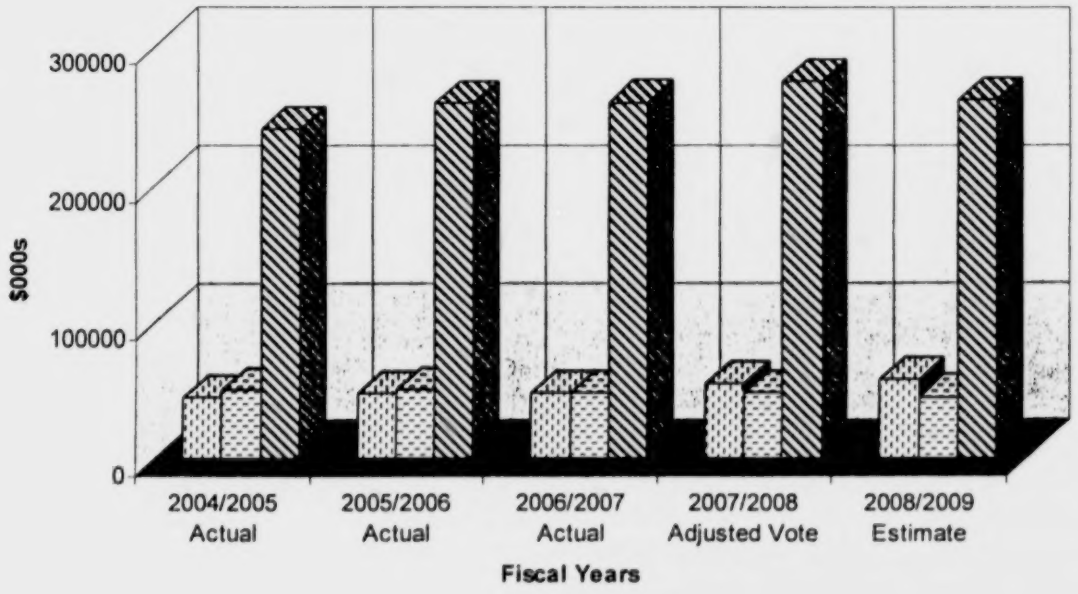


CHART 6

DEPARTMENT OF FINANCE
FIVE-YEAR STAFF SUMMARY

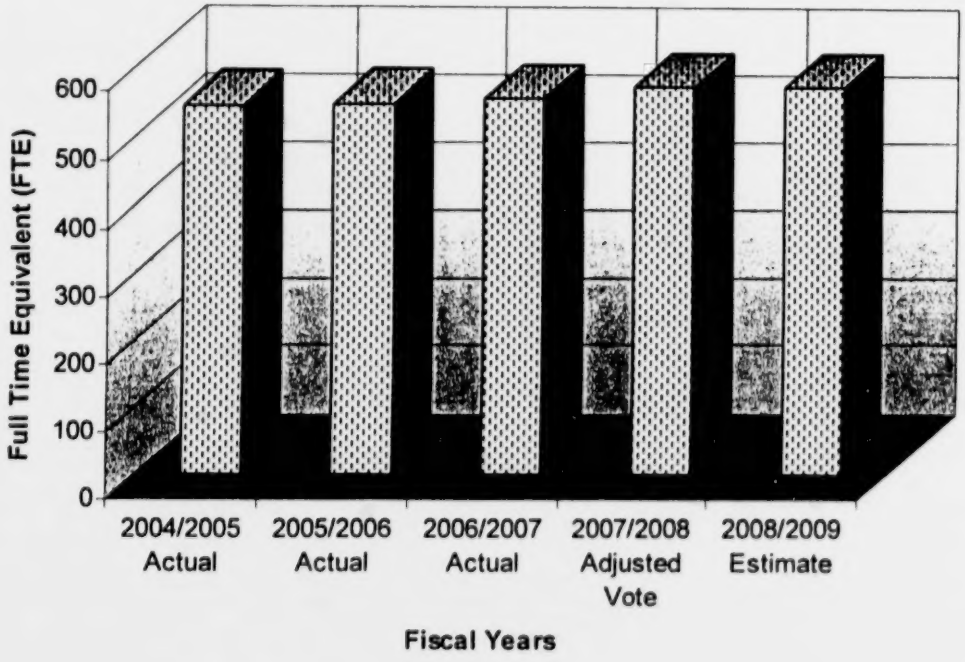


CHART 7

PART 4

CAPITAL INVESTMENT
General Assets

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2008/2009 $(000s)**	Estimates of Expenditure 2007/2008 $(000s)
B.8	7.	CAPITAL INVESTMENT - General Assets	**955.7**	845.9
		Provides for the development or enhancement of information technology systems.		
			955.7	845.9

SUB-APPROPRIATION B-7

GENERAL ASSETS

OBJECTIVES

To provide for the capital assets needed to support and enhance the department's program delivery.

ACTIVITY IDENTIFICATION

Configure the Residential Tenancies Branch workspace to accommodate workflow changes arising from the integrated computer system and re-engineered business processes.

EXPECTED RESULTS

Workflow efficiencies that support the Residential Tenancies Branch program delivery.

	Estimates of Expenditure 2008/2009		Estimates of Expenditure 2007/2008	
	FTEs	**$(000s)**	**FTEs**	**$(000s)**
CAPITAL INVESTMENT - General Assets	-	**955.7**	-	845.9

PART 5

SPECIAL OPERATING AGENCIES

SPECIAL OPERATING AGENCIES

VITAL STATISTICS AGENCY

BACKGROUND

Vital Statistics has been compiling Manitoba's vital events since 1882. In 1983 the divisional registration system was replaced by a central registration system in order to improve effectiveness and efficiency in enforcing and administering *The Vital Statistics Act*.

Vital Statistics was transferred to the Department of Consumer and Corporate Affairs from Family Services and became an autonomous operating unit under the Special Operating Agencies Financing Authority on April 1, 1994. In 2002 the Department of Consumer and Corporate Affairs became a division under the Department of Finance.

RESPONSIBILITY

The Vital Statistics Agency is responsible for delivering services to clients through administration of *The Vital Statistics Act*, *The Change of Name Act* and *The Marriage Act*. The Agency administers the registration of births, marriages, deaths, stillbirths, adoptions and legal changes of name. Vital Statistics maintains a permanent registry of vital event records and issues certificates and certified copies of vital event records. The Agency also carries out administrative duties under *The Public Health Act*, *The Adoption Act* and *The Family Maintenance Act*.

VISION

To strive for excellence through responsive and innovative delivery of Vital Statistics services.

MISSION

To provide the public with services related to Manitoba vital events in a manner which effectively meets all legislative requirements.

CRITICAL SUCCESS FACTORS

To ensure accurate and timely registration of vital events.

To ensure all legislative requirements are met with respect to compliance, privacy, safekeeping and authorized access to records and information.

To provide courteous, timely and cost-effective service.

To recover full costs for services and maximize sales opportunities.

MANDATE

To maintain the provincial registry for births, marriages, deaths and stillbirths; issue certificates and certified copies; and provide statistical reports and other related services to its customers in accordance with *The Vital Statistics Act.*

To register clergy and marriage commissioners as marriage ceremony officiates; appoint marriage commissioners; register marriage licence issuers; issue marriage licences; and recognize religious denominations for purposes under *The Marriage Act.*

To register, issue certificates and conduct searches for legal changes of name in accordance with *The Change of Name Act.*

To process applications for Orders Authorizing Disinterment pursuant to *The Public Health Act.*

To register adoptions; re-register births; amend records pursuant to *The Adoption Act*; and amend parentage particulars of birth records pursuant to *The Family Maintenance Act.*

PRODUCTS AND SERVICES

Vital Statistics performs a broad range of activities and services that are primarily mandated under *The Vital Statistics Act, The Marriage Act* and *The Change of Name Act.* The agency maintains records and respective registries of vital events, changes of name and adoptions, through which the following products and services are provided:

- One size polymer birth certificates;
- Small-size change of name certificates;
- Large-size marriages, deaths and changes of name certificates;
- Certified copies of registration for birth, marriage, death, stillbirth and certificates of change of name;
- Record searches (including genealogical searches) and issuing search receipts;
- Amendment of records for corrections, adoptions and change of name;
- Delayed registrations;
- Aggregate vital event data in list and statistics formats and providing statistical information for bona fide research;
- Marriage licences;
- Orders Authorizing Disinterment;
- Burial and Re-burial Permits;
- Appointments of clergy and commissioners to perform marriages; and
- Commemorative birth and marriage certificates.

2008/2009 KEY OBJECTIVES

Critical success factors relate to activities the Agency must undertake to ensure it operates at peak levels of efficiency and effectiveness. The 2008/2009 key objectives are detailed under the expected outcomes as follows:

- **Operations**
  - To support and contribute to the economic development in Manitoba;
  - To provide high quality responsive service;
- **Financial**
  - To manage financially self-sustaining operations according to the best business practices;
  - To contribute revenue-sharing payments to the province's Consolidated Fund;
- **Human Resources**
  - To follow best private and public sector employment practices;
- **Communications**
  - Communicate effectively with employees, customers, and other stakeholders;
- **Management**
  - To preserve and safeguard the government's assets of approximately four million vital event records.

2008/2009 KEY PERFORMANCE TARGETS

- The client service performance targets are in keeping with the Agency's critical success factors, which include "ensuring accurate and timely registration of vital events" and "providing courteous, timely and cost-effective service". Client service performance targets serve to place greater emphasis on client-centred performance measures rather than operations-centred performance measures.

- The Agency will continue to provide performance measurement information which meets the requirements of all Agency stakeholders.

- Key targets for 2008/2009 (turnaround times in annual average working days)

To register all vital events	9.0 days
To issue certificates and certified copies	20.0 days
To process corrections, changes of name, adoptions, delayed registration and disinternments	10.0 days
Processing of joint requests	3.0 days

VITAL STATISTICS AGENCY

PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2006 TO MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
ASSETS			
Current Assets			
Cash and Short Term Deposits	1,152	(139)	(935)
Accounts Receivable	463	60	60
Inventory	45	50	50
Prepaid Expenses	17	20	20
Other Assets			
Due from Province of Manitoba	94	94	94
Capital Assets			
At Original Cost	2,680	4,105	5,030
Less: Accumulated Amortization	2,117	2,381	2,825
TOTAL ASSETS	2,334	1,809	1,494
CURRENT LIABILITIES			
Accounts Payable	55	60	60
Accrued Liabilities	10	10	10
Accrued Vacation Entitlement	136	150	150
Accrued Salaries and Employee Benefits	0	10	20
Unearned Revenue	523	120	110
Long-Term Liabilities			
Severance Pay Liabilities	176	220	226
TOTAL LIABILITIES	900	570	576
EQUITY			
Retained Earnings	1,434	1,239	918
TOTAL LIABILITIES AND EQUITY	2,334	1,809	1,494

VITAL STATISTICS AGENCY

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
REVENUE			
Net Revenue	3,203	3,020	3,157
Cost Recoveries from Gov't Departments	129	80	80
Interest Income	26	14	16
TOTAL REVENUE	3,358	3,114	3,253
EXPENSES			
Salaries and Employee Benefits	1,708	1,796	1,841
Accommodations	193	205	215
Advertising and Marketing	35	25	25
Office Equipment Support	24	25	25
Desktop/Information System Support	194	219	219
Government Departmental Charges	67	76	76
Office and Printed Material Supplies	91	105	125
Courier and Postage	189	178	195
Telecommunications	33	30	30
Professional Fees	43	35	25
Staff Development and Training	3	4	4
Miscellaneous Operating Expenses	61	70	70
Amortization	171	261	444
TOTAL EXPENSES	2,812	3,029	3,294
NET EARNINGS FOR PERIOD	546	85	(41)
RETAINED EARNINGS			
Beginning of Period	1,068	1,434	1,239
Revenue Sharing to Province of Manitoba	180	280	280
RETAINED EARNING END OF PERIOD	1,434	1,239	918

VITAL STATISTICS AGENCY

PRO-FORMA CASH FLOW STATEMENT
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Period	546	85	(41)
Items not Involving Cash:			
Amortization of Capital Assets	171	261	444
	717	346	403
Changes in Non Cash Working Capital Balances:			
Accounts Receivable	(398)	403	0
Inventory	6	(5)	0
Prepaid Expenses	0	(3)	0
Accounts Payable	316	5	0
Accrued Liabilities		0	0
Accrued Vacation Entitlements	(13)	14	0
Accrued Salaries and Benefits	(54)	10	10
Unearned Revenue	45	(403)	(10)
	(98)	21	0
Cash Flows from Investing Activities:			
Acquisition of Capital Assets	60	(1,422)	(925)
Cash Flows from Financing Activities:			
Revenue Sharing to Province of Manitoba	(180)	(280)	(280)
Province of Manitoba Receivable	0	0	0
Severance pay liability	25	44	6
	(215)	(1,658)	(1,199)
Change in Cash and Short-Term Investments	404	(1,291)	(796)
Cash and Short-Term Investments, Beginning of Period	748	1,152	(139)
Cash and Short-Term Investments, End of Period	1,152	(139)	(935)

MANITOBA SECURITIES COMMISSION

BACKGROUND

The Manitoba Securities Commission was created under *The Securities Act* in 1968 as an independent agency that reported to the legislature through the Minister of Consumer and Corporate Affairs. On April 1, 1999, the Commission changed status and was established as a Special Operating Agency (SOA). Today, it is responsible for administering and enforcing *The Securities Act, The Commodity Futures Act, The Real Estate Brokers Act and The Mortgage Dealers Act.* As of the year ending 2002, the Commission now reports to the legislature through the Minister of Finance.

ROLE AND MISSION STATEMENT

The role and mission of the Commission is to act in the public interest to protect Manitoba investors and to facilitate dynamic and competitive capital and real estate markets that contribute to the economic development of Manitoba while fostering public confidence in those markets.

VISION STATEMENT

The vision of the Commission is to maintain and foster fair, efficient and transparent capital and real estate markets in Manitoba as well as public confidence in those markets.

RESPONSIBILITY

The Commission was created to regulate the financial and real estate markets and to promote growth, efficiency and integrity of the province's capital markets in an era when capital markets were far less complex. The responsibilities of the Commission have expanded from administration of *The Securities Act* and *The Real Estate Brokers Act* to include responsibility for *The Mortgage Dealers Act* and *The Commodity Futures Act.* The environment in which the Commission operates has significantly changed from a provincial perspective to regulation within a global economy.

The Commission's mandate is to act in the public interest to protect Manitoba investors and to facilitate the raising of capital while maintaining fairness and integrity in the securities marketplace. Similarly, its real estate industry mandate is to regulate brokers, salespeople, and mortgage dealers to ensure adequate standards are maintained for the protection of the public.

CRITICAL SUCCESS FACTORS

The Commission has identified six critical success factors that continue to be necessary to fulfill its mandate. They are:

- Maintaining access to adequate resources to allow timely reaction to market forces and proactive regulation of market participants;
- Maintaining staffing levels and staff expertise;
- Effective management of resources available to the Commission;
- Development of a clear, results-oriented performance framework for accurate planning and measurement of achievements;
- Maintaining and improving stakeholder consultation; and
- Maintaining Commission independence as a quasi-judicial body.

PERFORMANCE MEASUREMENT – PLANNING DOCUMENT

The planning document is broken down into four broad perspectives being financial, stakeholders, internal, and growth and learning. Presented below are the key objectives of each perspective as defined by the Commission.

Financial Perspective

- To carry out our operations as a financially responsible and sound SOA by utilizing assets effectively and efficiently.
- Ensure Commission business processes are efficient and cost effective.
- Contribute to the financial well-being of the province.

Stakeholder Perspective

- Protect and educate the public through the development and delivery of educational and informational programs.
- Provide efficient and effective services to registrants and issuers by way of improved technologies, continuous review of Rules and Regulations, and the consistent application of these rules.
- Ensure the Commission provides the government with timely and clear disclosures, sound fiscal management, and maintains independence through policy development and decision making.
- Participate and cooperate with other regulators to ensure the Commission's representation across Canada.

Internal Perspective

- Develop and maintain a superior knowledge base of codification of rules and policies, upholding contact with public and industry stakeholders, and emphasizing internal communications.
- Process stakeholder service requests efficiently and effectively through coordination of staff skills and surveys.
- Utilize technology to enhance business process performance by continually developing information systems and ensuring that adequate resources are in place.
- To continually review and improve the Commission's profile.

Learning and Growth Perspective

- To enhance employee capabilities through increased staff involvement and increased internal and external training.
- To improve employee motivation and productivity by understanding motivational factors, measuring employee satisfaction, and recognize employee input.

MANITOBA SECURITIES COMMISSION

PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2007 TO MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
ASSETS			
Current Assets			
Cash and Short Term Deposits	4,594	3,073	1,463
Accounts Receivable	44	5	5
Prepaid Expenses	36	25	25
Restricted Short-Term Deposits	750	750	750
Due from Province of Manitoba	269	269	269
Capital Assets			
At Original Cost	1,153	1,236	1,247
Less: Accumulated Amortization	990	1,056	1,127
TOTAL ASSETS	5,856	4,302	2,632
CURRENT LIABILITIES			
Accounts Payable/Accrued Liabilities	144	25	25
Accrued Vacation Entitlement	210	178	203
Accrued Salaries and Employee Benefits	0	9	19
Severance Pay Liabilities	205	211	225
Pension Liabilities	0	6	12
TOTAL LIABILITIES	559	429	484
EQUITY			
Reserve Fund	750	750	750
Retained Earnings	4,547	3,123	1,398
TOTAL EQUITY	5,297	3,873	2,148
TOTAL LIABILITIES AND EQUITY	5,856	4,302	2,632

MANITOBA SECURITIES COMMISSION

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
REVENUE			
Fees	11,717	9,950	9,955
Interest Income	150	50	45
Miscellaneous	46	0	0
TOTAL REVENUE	11,913	10,000	10,000
EXPENSES			
Salaries and Employee Benefits	2,414	2,757	2,955
Staff Development and Training	21	39	43
Professional Memberships and Dues	2	9	8
Premises	243	247	247
Contract Services	223	337	341
Professional Fees	120	125	148
CSA Initiatives	76	117	124
Travel	69	89	101
Telecommunications	47	70	65
Office Materials and Supplies	94	110	113
Education/Information Initiatives	56	92	145
Amortization	58	66	71
Research Resources	26	37	36
Miscellaneous	24	29	28
TOTAL EXPENSES	3,473	4,124	4,425
NET EARNINGS FOR PERIOD	8,440	5,876	5,575
RETAINED EARNINGS			
Beginning of Period	3,357	4,547	3,123
Net Earnings for the Period	8,440	5,876	5,575
Revenue Sharing to Province of Manitoba	(7,250)	(7,300)	(7,300)
RETAINED EARNING END OF PERIOD	4,547	3,123	1,398

MANITOBA SECURITIES COMMISSION

PRO-FORMA CASH FLOW STATEMENT
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Year	8,440	5,876	5,775
Item not Involving Cash:			
Amortization of Capital Assets	58	66	71
	8,498	5942	5,646
Net Changes in Non-Cash Working Capital			
Accounts Receivable	(28)	39	0
Prepaid Expenses	(15)	11	0
Accounts Payable/Accrued Liabilities	116	(119)	0
Accrued Vacation Entitlements	24	(32)	25
Accrued Salaries and Employee Benefits	0	9	10
Pension Liability	0	6	6
Severance Pay Liability	24	6	14
	121	(80)	55
Cash Flows from Investing Activities			
Acquisition of Capital Assets	(19)	(83)	(11)
Cash Flows from Financing Activities			
Revenue Sharing to Province of Manitoba	(7,250)	(7300)	(7,300)
	(7,269)	(7,383)	(7,311)
Net Increase/(Decrease) in Cash	1,350	(1,521)	(1,610)
Cash and Short-Term Investments, Beginning of Period	3,244	4,594	3,073
Cash and Short-Term Investments, End of Period	4,594	3,073	1,463

THE PROPERTY REGISTRY

BACKGROUND

The Property Registry became a Special Operating Agency April 1, 1997. The agency merges two distinct registries, the Land Titles Office and The Personal Property Registry. The Land Titles Office administers the provincial systems of land holding in accordance with *The Real Property Act, The Registry Act* and other related *Acts*, and maintains the written and drawn legal descriptions of all land in the Province of Manitoba. The Personal Property Registry records and provides information for the public concerning corporate securities appointment of receivers and security interests in collateral in accordance with *The Personal Property Security Act*. It provides a central registry for liens having priority under various provincial statutes.

MANDATE

The Registry's main function is to provide certification of titles to land, maintain land records and provide reliable information of financial interests in personal property to the public.

MISSION STATEMENT

To operate modern, efficient, accessible registries which provide quality, assured and reliable information on interests in real and personal property.

ONGOING GOALS

The ongoing goals of the Registry are to:

- ensure accurate, orderly and timely registration of documents;
- maintain the integrity of the system by ensuring proper adherence to all legal, survey and statutory requirements, including issuance of titles and maintenance of the survey fabric; and
- provide cost-effective services.

CRITICAL SUCCESS FACTORS

- Foster continuous improvement in providing quality and responsive service
- Provide accountable, fiscally responsible management
- Follow best private and public sector employment practices with staff involvement
- Develop strategic information systems, enabling information technology that serves the Registry's business requirements

PRODUCTS AND SERVICES

- Reliable and secure title information and issuing certificates of title ownership
- Professional advice relating to land and interests in land
- Administers mortgage sale and tax sale proceedings and real property applications
- Records information about interests in collateral
- Information records and certificates about The Property Registry
- Administers and collects land transfer tax on behalf of the Minister of Finance
- Title information to the City of Winnipeg and to the province

KEY OBJECTIVES

Marketing

- To achieve the identified performance targets for processing work
- To diversify and enhance products and services
- To determine client needs and satisfaction

Operations and Site Management

- To improve current facilities and reduce long term costs

Financial

- To provide accountable, fiscally responsible management
- To continue to collect appropriate level of fees and taxes
- To maintain province's net revenue position
- To ensure net income and financial viability

Records Preservation

- To preserve existing paper records of the Land Titles Office and all electronic records of the Registry

Human Resources

- To stabilize employee job status
- To improve employee knowledge and skills

Information Technology

In consultation with the Manitoba Information and Communication Technologies (MICT), the Registry will deliver service by:

- continuing enhancement of the new Personal Property Registry System;
- continuing automation of the Land Titles Office; and
- enhancement of the survey indices and plan conversion project.

2008/2009 KEY TARGETS

- Turnaround time in calendar days (yearly average)

Land Titles registrations	5 days electronic
Surveys registration	7 days
Public searches (Land Titles Offices)	1 day

- Personal Property Registrations

Printed	5 days
Electronic	1 day

- Searches

Printed	1 day
Electronic	same day

THE PROPERTY REGISTRY
PROJECTED BALANCE SHEET
AS AT MARCH 31 FOR THE YEARS 2007 TO 2009
$(000s)
UNAUDITED

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
Assets			
Current Assets			
Cash and Short-Term Investments-operations	11,541.2	10,921.0	8,938.5
Customer Account Deposits	1,344.3	1,344.3	1,340.0
Accounts Receivable	312.8	312.8	310.0
Prepaid Expenses	76.5	76.5	80.0
Amounts Due from the Province of Manitoba			
Vacation Payable	525.9	525.9	525.9
Severance Payable	1,076.2	1,076.2	1,076.2
Capital Assets			
Net of Accumulated Amortization	1,019.6	767.6	1,467.1
TOTAL ASSETS	15,896.5	15,024.3	13,737.8
Liabilities			
Current Liabilities			
Accounts payable and accrued liabilities	468.0	468.1	470.0
Customer account deposits liability	1,345.4	1,345.4	1,350.0
Land titles assurance fund	24.2	65.0	20.0
Vacation payable	743.0	743.0	740.0
Long-Term Liabilities			
Loans payable	0.0	0.0	933.3
Severance payable	1,448.2	1,448.2	1,448.2
TOTAL LIABILITIES	4,028.8	4,069.7	4,961.5
Net Assets			
Revenue Fluctuation Reserve	2,350.3	2,317.9	2,226.9
Retained Earnings	9,517.4	8,636.7	6,549.4
Total Net Assets	11,867.7	10,954.6	8,776.3
TOTAL LIABILITIES AND NET ASSETS	15,896.5	15,024.3	13,737.8

THE PROPERTY REGISTRY

PROJECTED STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)
UNAUDITED

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
REVENUES			
Land transfer tax	38,199.3	43,000.0	43,600.0
Fee revenue	22,167.9	22,300.0	21,600.0
Cost recoveries	551.0	530.0	490.0
Interest income	401.1	349.0	179.0
Less: Tax Revenue Collected on Behalf of the province	(38,199.3)	(43,000.0)	(43,600.0)
TOTAL REVENUES	23,120.0	23,179.0	22,269.0
EXPENSES			
Salaries and employee benefits	8,052.4	8,973.3	9,250.4
Pension expense	330.8	409.1	421.5
ICT expense	2,127.3	2,376.1	2,403.5
Occupancy expense	809.5	890.9	893.1
Operating expenses	1,273.6	1,517.8	1,503.8
Contributed services and funds	228.0	210.0	260.0
Relocation costs	389.1	-	-
TOTAL EXPENSES	13,210.7	14,377.2	14,732.3
NET EARNINGS	9,909.3	8,801.8	7,536.7
RETAINED EARNINGS			
Beginning of Year	8,728.3	9,517.5	8,636.7
Change in Revenue Fluctuation Reserve	(120.1)	32.4	91.0
Revenue Sharing to Province of Manitoba	(9,000.0)	(9,715.0)	(9,715.0)
RETAINED EARNINGS, END OF YEAR	9,517.5	8,636.7	6,549.4

THE PROPERTY REGISTRY

PROJECTED STATEMENT OF CASH FLOWS
FOR THE FISCAL YEARS ENDING MARCH 31, 2007 TO 2009
$(000s)
UNAUDITED

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Year	9,909.2	8,801.8	7,536.7
Item Not Involving Cash:			
Amortization of Capital Assets	280.8	409.2	485.4
	10,190.0	9,211.0	8,022.1
Net Changes in Non-Cash Working Capital			
Customer account deposits	(82.5)	0.0	4.3
Accounts receivable	179.9	0.0	2.8
Prepaid expenses	4.6	0.0	(3.5)
Due from Province of Manitoba - Vacation Payable	0.0	0.0	0.0
Due from Province of Manitoba - Severance Liability	0.0	0.0	0.0
Accounts payable and accrued liabilities	268.7	0.0	1.9
Customer account deposit liability	75.4	0.0	4.6
Land titles assurance fund net deposits	0.7	40.8	(45.0)
Vacation payable	16.7	0.0	(3.0)
Severance payable	49.7	0.0	0.0
	10,703.2	9,251.8	7,984.2
Cash Flows from (used in) Investing Activities			
Additions to computer equipment	(152.3)	(57.0)	(101.0)
System Upgrade WIP	0.0	0.0	(1,000.0)
New loans	0.0	0.0	1,000.0
Principle repayment on loans	0.0	0.0	(66.7)
Additions to office equipment	(483.7)	(100.0)	(84.0)
Additions to leasehold improvements	(32.5)	0.0	0.0
	(668.5)	(157.0)	(251.7)
Cash Flows from (used in) Financing Activities			
Revenue Sharing to Province of Manitoba	(9,000.0)	(9,715.0)	(9,715.0)
	(9,000.0)	(9,715.0)	(9,715.0)
Net Increase/(Decrease) in Cash	1,034.7	(620.2)	(1,982.5)
Cash and Short-Term Investments, Beginning of Year	10,503.7	11,541.2	10,921.0
Cash and Short-Term Investments, End of Year	11,538.4	10,921.0	8,938.5

COMPANIES OFFICE

GOALS AND MISSION

The Office's mission and goals are reflected in its mission statement:

> The Companies Office is the Manitoba registry of businesses and corporations, where employees strive to exceed customer expectations through the delivery of quality cost-effective services.

ORGANIZATIONAL VALUES

The mission statement is supported by the following organizational values:

Human Resources

Belief in our staff is demonstrated by our commitment to:

- fostering employee education and training
- building and encouraging staff team work, job satisfaction, morale and staff empowerment
- encouraging and acknowledging activities and contributions
- having staffing levels appropriate to overall workload

Service Delivery

Service excellence is demonstrated by our commitment to:

- encouraging innovative ideas for continuous improvement
- delivering timely and complete information in a courteous manner

Planning

Long and short term planning is demonstrated by:

- having clear objectives for the Office
- multi-year budgeting
- periodically conducting a Strategic Planning session

Technological Innovations

The Office's belief in technology is demonstrated by:

- working towards Internet availability of the Office's products and services
- keeping in step with future advances in information technology

SUMMARY OF COMPANIES OFFICE GOALS

Summary of the Product and Service Plan goals:

- Create an Access Database for search of archives files.
- Create an Access Searching Database for in-person inquiries.
- Back scanning of the Companies Office's documents.

Summary of the Human Resource Plan goals:

- Increase staff training and continue the knowledge measurement plan.
- Continue to develop on-line versions of manuals.
- Review assignment of duties.

Summary of Quality Service goals:

- The Office will maintain its Performance Framework Reporting.

Summary of Information Technology Management Plan:

- Deploy an integrated corporate registry and administration system that will provide an on-line registry encompassing annual returns, new registrants and changes to registrant information.
- Continue development of the Manitoba Business Links System with emphasis on increasing the number of participating programs.

Summary of Financial Management Plan goals:

- Conduct an annual audit
- Manage expenditures prudently
- Fund the Information Technology Plan
- Fund the Human Resource Plan
- Fund the Product and Service Plan
- Prepare reports required by Special Operating Agencies Financing Authority

BALANCE SCORECARD PERFORMANCE FRAMEWORK

The Balanced Scorecard Performance Framework translates the Office's Mission Statement into performance targets under four headings. The headings represent a balance between external measures and internal measures.

External measures: Financial
Customer Satisfaction

Internal measures: Learning and Growth
Business Processes

To be sure the Office is achieving its articulated Mission, performance indicators have been determined in each of the four headings as follows:

1) CUSTOMERS (to achieve our vision, how should we appear to our customers)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2008	PERFORMANCE TARGETS (goals based on measures) March 31, 2009
Exceed customers' expectations by providing quality service.	Provide service which: 1) is prompt	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	71% (Sept./00) (very satisfied)	85% (very satisfied)	90% (very satisfied)
	2) provides service which is without error	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	76% (Sept./00) (very satisfied)	95% (satisfied/very satisfied)	95% (very satisfied)
	3) is courteous	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	95% (2008)	95% (very satisfied)	95% (very satisfied)
	4) is helpful and informative	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	No prior history	Not measured	95% (very satisfied)
	Provide new customer service and products	Ongoing development of new product or service.	Four	One	One: on-line services such as integrated business registration and on-line filing.

2) BUSINESS PRACTICES (To satisfy our customers, what business processes must we exceed at)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2008	PEFORMANCE TARGETS (goals based on measures) March 31, 2009
To process customer service requests in an efficient and effective manner.	Employ strategies that will decrease cycle time.	Cycle time for processing: - Business Name Registrations - Corporate documents - Annual Returns	a. Business Name Registrations: 3 working days b. Incorporations: 3 working days c. Annual Returns: 11 working days	a. Business Name Registrations: 3 working days b. Incorporations: 3 working days c. Annual Returns: Not measured	a. Business Name Registrations: 3 working days b. Incorporations: 3 working days c. Annual Returns: 7 working days
	To exceed customer expectations by providing personal telephone services that were: 1) courteous and friendly 2) provided by knowledgeable and competent staff. 3) responsive to your needs	% of customers surveyed that rate the personal telephone service as very satisfied. (Q3 on "Tell Us How We Are Doing" Forms – Telephone Survey)	63% (Sept./00)	95% (satisfied and very satisfied)	95% (satisfied and very satisfied)

3) LEARNING AND GROWTH: (to achieve our vision, how will we sustain our ability to change and improve)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to achieve the objective)	PERFORMANCE TARGETS (indicators to gauge success factors)	BASELINE March 31/97 (except as noted)	PROJECTED March 31, 2008	PERFORMANCE TARGETS (goals based on measures) March 31, 2009
To have a well trained, knowledgeable staff.	Implement a human resource development plan with individual and corporate development plans.	% of staff who achieve 90% on knowledge measurement assessment	Staff attended two in-house training courses 60% of staff	Staff attend 12 in-house training courses 90%	Staff attend 12 in-house training sessions. 90%
	Easy access to reference materials	Number of manuals/policies available to staff on-line	24 sections (2008)	24 sections uploaded	24 sections to be uploaded to the internet
To have an involved staff.	Maintain and enjoyable work environment	Events that contribute to staff morale	5 events	Holding 12 events in the year	12 events
To have staff with a demonstrated ability to effect change.	Maintaining a work environment that encourages suggestions for improvement and uses them to effect change.	Number of staff suggestions that are revenue enhancing, money saving or improvements to customer service that are implemented.	26 suggestions, 9 of which were implemented.	20 suggestions, 12 of which are implemented.	20 suggestions, 12 of which are implemented.
	Implement a reward and recognition program tied to SOA goals	% of staff with Reward and Recognition program	No prior history	Not measured	80% satisfied

4) Financial (to succeed financially, we need to achieve)					
OBJECTIVES	CRITICAL SUCCESS FACTORS: (things that have to go right to achieve the objective	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE Mar. 31, 1997 (except as noted)	PROJECTED Mar. 31, 2008	PEFORMANCE TARGETS (goals based on measures) March 31, 2009
Operate as a financially sound SOA	Possess assets to facilitate business development	Profit	Three Year Average $1,819	$1,290	$1,398
		Revenue Contribution	$1,000	$2,000	$2,000

COMPANIES OFFICE
PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2006TO MARCH 31, 2009

$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
ASSETS			
Current Assets			
Cash and Short-Term Investments	2,689	2,296	1,671
Accounts Receivable	25	25	25
Due from Province of Manitoba	218	218	218
Capital Assets	69	132	2,060
TOTAL ASSETS	3,365	3,035	4,338
CURRENT LIABILITIES			
Accounts Payable and Accrued	211	211	211
Accrued Vacation	171	171	171
Long-Term Severance Payable	208	214	219
Loan Payable	-	-	1900
TOTAL LIABILITIES	590	596	2,501
EQUITY			
Retained Earnings	2,775	2,439	1,837
TOTAL LIABILITIES AND EQUITY	3,365	3,035	4,338

COMPANIES OFFICE
PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
REVENUE			
Fees and Service	6,176	6,000	6,100
Gazette Advertising	89	60	50
Interest			
TOTAL REVENUE	6,265	6,060	6,150
EXPENSES			
Salaries and Employee Benefits	1,523	1,633	1,713
Accounting/Consulting	14	15	17
Amortization	23	22	87
Audit	6	6	7
Bad Debts	3	5	5
BSI Cost Allocation	1,265	1,215	1,139
Bank Charges	23	27	30
Communications	29	32	33
Computer	100	100	110
Department Services	31	35	35
Desktop Management – Support Costs	77	85	90
Disaster Recovery	37	45	95
Equipment Maintenance	7	10	10
Insurance	16	20	21
Interest	-	-	60
Legal Services	10	20	22
Miscellaneous	22	23	25
Manitoba Business Links	273	449	553
Notary Public	125	125	130
NUANS	145	160	165
Accommodations	126	127	130
Payroll Processing	20	22	24
POS Licence Fees	-	5	5
Postal/Courier	47	52	74
Programmers	74	70	75
SOA Levy	1	1	1
Stationery	20	25	25
Transportation	5	9	11
TOTAL EXPENSES	4,080	4,396	4,752
NET EARNINGS FOR PERIOD	2,185	1,664	1,398
RETAINED EARNINGS			
Beginning of Period	2,205	2,775	2,439
Revenue Sharing to Province of Manitoba	(1,615)	(2,000)	(2,000)
RETAINED EARNINGS END OF PERIOD	2,775	2,439	1,837

COMPANIES OFFICE

PRO-FORMA CASH FLOW STATEMENT
FOR THE YEARS ENDING MARCH 31, 2006TO MARCH 31, 2009
$(000s)

	2006/2007 Actual	2007/2008 Estimates Revised	2008/2009 Estimates
CASH PROVIDED (USED) OPERATING ACTIVITIES			
Net Earnings for Year	2,185	1,664	1,398
Item not Involving Cash:			
Amortization of Capital Assets	32	31	97
	2,217	1,695	1,469
Net Changes in Non Cash Working Capital Balances:			
Accounts Payable and Accrued Liabilities	128	-	-
Accounts Receivable	(210)	-	-
Prepaid Expenses	(3)	-	-
	2,132	1,695	1,469
Cash Flows from Investing Activities:			
Acquisition of Capital Assets	(24)	(94)	(2,025)
Cash Flows from Financing Activities:			
Revenue Sharing to Province of Manitoba	(1,615)	(2,000)	(2,000)
Change in Severance Pay Liability	(16)	6	5
Loan	-	-	1,900
	(1631)	(1,994)	(95)
INCREASE (DECREASE) IN CASH BALANCE	478	(393)	(625)
OPENING CASH BALANCE	2,211	2,689	2,296
CLOSING CASH BALANCE	2,689	2,296	1,671

PART 6

GLOSSARY

GLOSSARY

Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

Cost Element Group	Group Components
Salaries	Regular Earnings, Other Earnings (overtime, shift premium), Ministers and Members of the Legislative Assembly, Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy, Benefit Chargeback.
Grants and Transfer Payments	Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant.
Transportation	Vehicles, Aircraft, Other (Taxi, Bus, Freight, Rail), Travel Agency Fees, Freight/Courier.
Communication	Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other.
Supplies and Services	Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees.
Public Debt	Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization - Debt, Interest Charges, Other Charges.
Minor Capital	Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense.
Other Operating	Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality, employee training, uniforms, conference/ convention registration fees, incidental allowances), Imputed Surcharges.
Financial Assistance and Related Costs	Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter, allowances, utilities), Transportation, Health, Special Needs.

Employee Benefits

Costs incurred by government for its contributions to the Employment Insurance Program, Canada Pension Plan, Group Life Insurance Plan, Ambulance, Hospital Semi-Private Plan, as well as costs related to pension liability for new employees, and payments made under the Dental Plan, Long-Term Disability Plan and Levy for Health and Post Secondary Education.

Estimates of Expenditure (Adjusted)

A re-alignment of the previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

Full Time Equivalent ((FTE)

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, sessional, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of 1½ years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full time and 1 half time staff for 1 year; 3 half time staff for 1 year, etc.).

For further information related to staffing, please refer to the Civil Service Commission's intranet website (HR Personnel/Guides/SAP - HR Data Standards).

Staff Categories

Managerial

Positions which have been delegated the authority and have the responsibility to plan, administer, and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and
- the organization's results and impacts.

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
Legislative Assembly Management Committee
Professional Officer Series
Administration (with the exception of the Administrative Officer Series)

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the clerical component or the Administrative Officer series.

Staff Turnover Allowance

An adjustment made to a salaries account to allow for attrition and staff turnover. It is a negative adjustment to enable the organization to more accurately display salary requirements.